



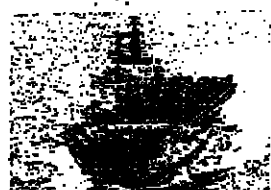
To play a king
Republicans
for Charles
Joe Rago, Page 18



Consumers screened
Smart selling to
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Insurers and the
single market
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TOMORROW'S
Weekend FT
A clash of values
on the Ark Royal

FINANCIAL TIMES

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Europe's Business Newspaper

FRIDAY, JULY 1, 1994

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'Baby Bell' groups combine cellular wireless interests

Two of America's largest "Baby Bell" local telecommunications groups - Bell Atlantic and Nynex - are combining their cellular wireless interests. The new company will compete aggressively with long-distance rivals trying to establish national networks in the fast-growing mobile communications market. The companies said it might have a market value of around \$13bn. Bell Atlantic, which serves the Mid-Atlantic region, and Nynex, which serves New York and New England, are each among the 10 largest cellular telephone companies in the US. Page 21

OECD urges inflation action: Financial market turbulence could be eased if monetary authorities in the industrialised world took more action to underlie their commitment to low inflation, the OECD said. Page 20; World recovery gathers pace. Page 5; Editorial Comment, Page 19

Italian president challenges Berlusconi: Italy's president Oscar Luigi Scalfaro has openly challenged the six-week-old government of Silvio Berlusconi over a cabinet decision that forced the resignation of the senior management of RAI, the state broadcasting corporation. Page 20

Japan's PM turns to conservatives: Japan's new Socialist prime minister, Tomichi Murayama, took a step to the right, by selecting a cabinet dominated by conservatives and pledging to work for stable economic growth. Page 20; Japan set for \$1.3bn S Africa aid and trade deal. Page 3

Maradona withdrawn from World Cup: Argentine captain Diego Maradona (left) was suspended by Fifa from all soccer and withdrawn by his national football association from the World Cup for taking drugs containing ephedrine, a banned stimulant, and four related banned substances. Maradona, 33, one of the world's best players, had been due to make a record 22nd finals appearance. World Cup, Page 8

Airbus A330 crash kills seven: An Airbus A330 aircraft on a test flight crashed on take-off and exploded into flames at Toulouse airport, killing all seven crew members.

Clinton cleared over Whitewater: Robert Fiske, special prosecutor investigating the Whitewater affair, said he would not be bringing criminal charges over a savings and loan investigation involving President Bill Clinton. Page 6

EU life directive takes effect: Five European states - Denmark, France, the Netherlands, Portugal and the UK - are expected to have transposed into national law EU directives allowing insurers to sell their products across national boundaries by today's deadline. Page 28; Hard work to be free and single. Page 19

Rise in French jobless: French unemployment recorded its biggest monthly increase of the year in May, rising by 20,800 to 3.55m or 12.7 per cent of the workforce. Page 2

Austria to reap China deals: Austrian companies appear set to secure contracts with Chinese government agencies for up to \$100m (\$5.2m) in goods and services, after several years of efforts to build contacts and trade. Page 3

New Zealand records budget surplus: New Zealand recorded a budget surplus of NZ\$282m (\$205m) in the year to June 1994, its first since 1978. Finance minister Bill Birch called it the start of a "virtuous circle". Page 4

US rules on abortion protests: The US Supreme Court ruled that a judge can ban anti-abortion demonstrations near health clinics in a victory for advocates of abortion rights.

Bangladesh riots over Islam: An Islamic militant was shot dead by police and at least 150 people injured in fighting between rival groups during a strike in Bangladesh over an alleged insult to Islam by feminist writer Taslima Nasrin.

Mafia trial ordered: Mafia "boss of bosses" Salvatore Riina, 63, and 38 suspected gangsters were ordered to stand trial in Sicily on charges of complicity in 32 murders and other crimes.

Navratilova reaches Wimbledon final: Martina Navratilova will play in her 12th Wimbledon singles final after defeating Gigi Fernandez 6-4 7-6. She will meet Spain's Conchita Martinez, who ousted American Lori McNeil 3-6 6-2 10-8.

STOCK MARKET INDICES			
FT 100	2912.3	(-27.1)	
Yield	4.24		
FT 100 futures	1322.54	(-9.35)	
FT 100 A.D. Share	1482.50	(+0.7)	
NYSE	20,643.93	(+162.53)	
New York Composite	2647.63	(-19.42)	
Dow Jones Ind. Ave.	2647.63	(-19.42)	
S&P Composite	446.02	(-1.61)	
US LUNTIME RATES			
3-month	5.14%		
6-month	5.14%		
12-month	5.14%		
30-day	5.14%		
LONDON MONEY			
3-month	5.14%		
6-month	5.14%		
12-month	5.14%		
30-day	5.14%		
NORTH SEA OIL (August)			
15 day forward	\$17.45		
Gold			
New York Gold (Aug)	\$387.3	(+28.3)	
London	\$388.0	(+28.3)	

Diller of QVC may head combined company

CBS in merger talks with cable TV shopping group

By Martin Dickson in New York

Mr Barry Diller, the US film industry executive who heads QVC Network, the cable television shopping group, may emerge as chief executive of CBS, the television broadcasting network, under a merger plan being discussed by the two companies.

The companies said yesterday they were close to an agreement under which QVC, which runs two cable television channels selling consumer goods ranging from jewellery to clothing, would be merged into CBS.

Mr Diller would become chief executive of the combined group. Mr Laurence Tisch, at present chairman and chief executive of CBS, and owner of some 20 per cent of its stock, would stay on as chairman.

Wall Street analysts cautioned that the merger discussions might break down or lead to a hostile bid for CBS from a third party. But they said a CBS-QVC link-up would be positive for both companies.

Mr Diller, who is widely regarded as one of the most talented figures in the US entertainment industry, has been trying to build QVC into a powerful media conglomerate and last year made an unsuccessful \$10bn bid for

Paramount Communications, the film and publishing group. CBS is at present the most successful of the three big US broadcasting networks, judged by their prime time audience ratings. But critics complain that it has not followed the lead of rivals ABC and NBC and diversified into cable television, which has gradually eroded the networks' share of US viewers. They also question the strength of its programming.

Fox, Mr Rupert Murdoch's upstart fourth network, recently shocked the television industry by enticing away eight stations owned by New World Communications, which had been previously affiliated to CBS.

The defection came after Fox won an auction to show National Football Conference games of American football for the next four years - beating CBS, which had broadcast the games for nearly 40 years.

CBS, which earned \$35m last year on revenues of \$3.5bn, owns seven television stations and 21 radio stations in addition to its television network. QVC made \$55m on revenues of \$1.2bn in its last financial year.

Wall Street analysts said the negotiations suggested that CBS might pay QVC shareholders in stock worth some \$35 for each QVC share. In addition, CBS

shareholders would be paid a cash dividend of \$175 a share and would end up with 51 per cent of the combined group, while QVC shareholders would have the rest. Mr Tisch might take cash for part of his holding and end up with around 10 per cent of the combined group.

Trading in both companies was halted at Wednesday night's closing price, with QVC at \$32 and CBS at \$263.

Mr Diller might end up owning 5 per cent of the group, while two large cable television service companies with substantial stakes in QVC could also have small equity interests. They are Tele-Communications Inc and Comcast.

Mr Christopher Dixon, an analyst at brokers PaineWebber, said a merger would "go a long way to allow the network to diversify from its sole role as broadcaster in an industry that has become increasingly fragmented."

It would also have the "exhilarating experience of Mr Diller and his close relationship with the creative community."

Ready to tune into the Diller side. Page 21
'Baby Bell' groups combine. Page 21
Canada's long-distance network war. Page 23

Fed may raise rates ahead of economic summit

By Michael Prowse in Washington

The US Federal Reserve faces pressure to raise interest rates next week following the dollar's continuing weakness against the yen and publication of data indicating US growth remains well above the rate consistent with low inflation in the longer term.

President Bill Clinton may believe a US rate increase before the Naples economic summit would put him in a stronger negotiating position when seeking concerted action to support the dollar and promote global growth.

On Wednesday this week Mr Lloyd Bentsen, Treasury secretary, said the recent rise in bond yields was not threatening US economic growth - a remark that some analysts interpreted as a green light to the Fed to raise short-term rates again.

Figures yesterday showed robust growth of US personal incomes and factory orders in May and a sharp rise in an index of prices compiled by Chicago purchasing managers. The strong data and evidence of upward pressure on prices prompted sharp early falls in bond and share prices.

"The underlying economic trend still looks very strong," said Jim O'Sullivan, economist at J.P. Morgan, the New York bank. He said growth probably exceeded 3 per cent at an annual rate in the second quarter despite a sharp slowdown in consumer spending because of large positive contributions from capital spending and construction.

J.P. Morgan expects US short-term rates to rise 1 percentage point to 5.25 per cent over the next three months and to reach

Britain and China agree military land transfer deal

By Simon Holberton in Hong Kong and Tony Walker in Beijing

Britain and China agreed yesterday on a military land deal in one of the most comprehensive bilateral agreements signed since the 1984 accord under which Hong Kong reverts to Chinese sovereignty in 1997.

The agreement was reached just hours after the Legislative Council (LegCo) approved democratic reforms proposed by Mr Chris Patten, Hong Kong Governor, despite intensive lobbying against the proposals by China.

Mr Patten described the accord with China as an honourable agreement. "It is a good and fair bargain over what has been a difficult issue for both sides," he told the Financial Times.

The land deal commits the Hong Kong government to spending HK\$3bn (\$385m) on building facilities, including a new base for the Chinese navy. In return, Hong Kong will receive former military sites worth HK\$55bn in redevelopment rights.

The agreement commits the People's Liberation Army to surrendering to the post-1997 Hong Kong administration all land surplus to its requirements. The PLA has also undertaken to use the land only for military purposes, and to make its personnel stationed in Hong Kong subject to Hong Kong law.

Coming so close after the LegCo vote, yesterday's agreement was the clearest sign to date that China is prepared to put its row with Britain to one side and get on with the practical business of the handover.

In Beijing Mr Shen Guofang, the foreign ministry spokesman, described the military bases accord as "an important achievement".

His remarks were seen as an indication that China was anxious to separate political issues from the practical considerations of ensuring a smooth transfer of power.

The governor said he was hopeful that with this agreement the two sides could accelerate co-operation. "We have no option but to step up the pace of co-operation," he said in an interview. "The transfer of sovereignty is only three years away."

Mr Hugh Davies, Britain's senior representative to the Joint Liaison Group, the body charged with negotiating the details of the transfer, said he believed that if past differences could be put to one side there was no reason why the JLG could not enter into a more productive and useful phase. However, another British official doubted if all the work

Let's try to keep things moving - Patten. Page 6

required could be completed by 1997. He said: "If everything goes very well, then we could complete three quarters of it, but not all." In general, however, British officials were upbeat about the defence lands deal. One said: "The Chinese have come to terms with what has happened on the political front. It won't be easy for us, but we have a basis for talking to them."

Nevertheless, Mr Shen reiterated in Beijing that China would not accept this week's electoral reforms, which he insisted ran counter to prior agreements on the handover. Differences over Hong Kong, he said, would continue to bedevil Sino-British relations. "The differences over Hong Kong between China and Britain are bound to affect the co-operation between the two countries on other issues," Mr Shen told reporters.

However, western officials said China's reaction to the LegCo vote was "about as mild as could be expected". Mr Shen expressed the hope that Britain would co-operate with China to "ensure a smooth transfer of power in Hong Kong".



An orthodox Jew passes a billboard in Jerusalem covered with posters protesting against the expected visit of PLO chairman Yasser Arafat to the newly autonomous area of the Gaza Strip. Picture: Reuters

Protest and celebration await Arafat in Gaza

By Julian O'Zanne in Gaza

"In the name of God the compassionate, the merciful, - brother citizen please help to clean the streets and whitewash the walls for the visit of our leader."

Palestinians in Gaza hurriedly picked up broom and paintbrush yesterday in answer to the plea broadcast by loudspeaker vans after Mr Yasser Arafat, the veteran Palestinian leader, decided that today would be the day of his triumphant visit after decades of struggle and exile.

Mr Arafat, who brought forward his plans after a request by Israel's chief Sephardic rabbi that the visit should not take place on Saturday during the Jewish sabbath, also jolted the Israeli right wing into action. Rightwing leaders, some threatening Mr Arafat's life, were last night co-ordinating demonstrations to oppose the visit of a man who one rabbi called a "modern-day Hitler".

The government put 8,000 policemen on alert to deal with Israeli protests. Officials described the move as one of the biggest mobilisations ever carried out to thwart the threat of civil disorder.

Even the most senior PLO security officials were caught off guard by Mr Arafat's decision. He is scheduled to pass through the Israeli-Egyptian Rafah crossing at 2.30pm and travel in a long convoy to Gaza City to a hero's welcome. Up to 350,000 Palestinians are expected to turn out for their first glimpse of the legendary figure who has embodied the spirit of Palestinian resistance and nationalism.

Roadsweepers and repairmen were busy cleaning away dust and filling in pot holes on the seaside road outside beachfront hotels where Mr Arafat and his party are expected to stay.

Mr Arafat's supporters in Gaza mixed awe with disbelief at the impending visit of a man many Palestinians believe has superhu-

man powers. Some said he would return with one of the heroes of the Palestinian revolution thought to be dead.

"It will be the most important day in Palestinian history," said Mr Hamdi Abu Sultan, a shopkeeper in the Jabalya refugee camp. He will bring many changes because he is more than a man.

But opponents, who believe Mr Arafat has sold out Palestinian rights and aspirations to Israel in return for limited local powers, said they would boycott the visit. The Islamic resistance movement Hamas said it was considering raising black flags as a sign of mourning for the Palestinian cause.

In Israel Mr Arafat's visit has ignited similarly high emotions. The Yeshiva, the council of some 100,000 Jews who have settled on Israeli occupied Palestinian land, offered a 500 reward for Mr Arafat's capture alive.

Aid pledges, Page 4

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LEADERSHIP FOR A CHANGING WORLD

London Business School

NEWS: EUROPE

Another rise in French unemployed

By John Riddling in Paris

French unemployment recorded its biggest monthly increase of the year in May, rising by 20,800 to reach 3,366,000, the labour ministry said yesterday.

The increase, from a revised 12.6 per cent in April, undermines government claims that the rise in joblessness had stabilised. Mr Edouard Balladur, prime minister, accepted that setbacks remained possible in the fight against unemployment, but said the trend was still showing improvement.

Private economists gave some support for this view. "The figures are disappointing," said Ms Esther Baroudy, senior economist at Crédit Lyonnais Capital Markets. But she cautioned against reading too much into one month's data, adding that the rise of 44,800 in the number of unemployed in the year to May compared with an increase of 152,500 in the comparable period in 1993.

The high level of joblessness does, however, reflect the structural problems in the French labour market and the failure of emerging recovery to make a significant impact on unemployment. The Patronat employers' federation has also expressed concerns about the

rate of economic recovery, which it describes as slow, fragile and patchy.

The Bank of France, which has sought to buttress the economy through a gradual reduction in interest rates, yesterday trimmed the intervention rate, the key short-term rate, by one-tenth of a percentage point to 5.1 per cent. The rise in long-term interest rates, however, resulting from the turmoil in the international bond market, could dampen economic recovery, according to economists.

Government officials warned that unemployment could worsen over the summer as school-leavers swell the ranks of job-seekers. They claim, however, that it should stop rising by the end of the year, and start to decline in 1995.

The unemployment rate for April was revised upwards from 12.2 per cent to 12.4 per cent. The May increase, which was three times larger than previous months, partly reflected an inflow of young, first-time job-seekers, government officials said. Redundancies and the number of people ending short-term contracts also rose.

Lift in growth fails to lighten Swedish gloom

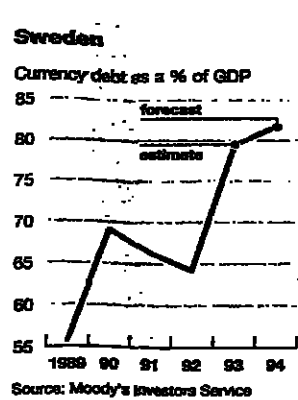
By Hugh Carnegie in Stockholm

On the face of it, Sweden's economy, profoundly shaken by a three-year recession, is firmly back on a growth path. The Organisation for Economic Co-operation and Development yesterday forecast a 2.7 per cent rise in gross national product this year, and almost 3 per cent in 1995.

Yet last week, Svenska Dagbladet, the respected daily newspaper, gave fit to the headline "Dance of death" over a leading article on the economic policy debate dominating the campaign for the September general election. "The Swedish economy is heading for a crash," the article warned. "Perhaps not through a dramatic fall that overnight reduces Sweden to a third class nation, but through a hasty negative spiral driven by the catastrophic state finances."

This dramatic message has been echoed in recent weeks by the financial markets, and by foreign analysts of the economy. All have in common the politically unpalatable conclusion that the painful upheavals and reforms of the past three years have not sufficiently come to grips with the structural problems blamed on the famously large state sector.

The focus of their concern is the long-term threat posed by a budget deficit which in the current budget year is set to total about 14 per cent of GDP, and the associated phenomenon of



the fastest-growing debt among OECD countries. Foreign debt has shot up from the equivalent of just under 66 per cent of GDP in 1988 to a forecast 82 per cent next year.

Despite three years of market reform policies under the right-centre government of Mr Carl Bildt, state spending still accounts for 70 per cent of GNP. This figure is inflated by the cost of financing record unemployment totalling 14 per cent of the workforce through some of Europe's most generous jobless benefits. The budget deficit is set to decline significantly - but almost half is structural and will not be cured by economic growth.

Worries about the public finances have already had their effects in the markets. Swedish interest rates, although much lower than a year ago, remain at a significant premium over German rates, reflecting concern about the public finances and

lingering fears that inflation may rear its head again. This, in turn, has continued to damp much needed investment.

But the outlook may not necessarily be so bleak as Svenska Dagbladet suggested. Mr Bildt's government, though less inclined to advocate austerity in an election period, is fully committed to furthering the process of structural reform if it returns to power. The opposition Social Democrats - who hold a comfortable lead in opinion polls - are meanwhile making an election issue out of the dire state of the public finances and promising tough action on the deficit.

Sweden's competitive position has already improved greatly over the past two years. Its powerful phalanx of multinational companies are well placed to take advantage of falling trade barriers and a resurgence of world growth. However, those raising the warning cry are concerned that the Social Democratic emphasis on selective tax rises, coupled with the party's commitment to its huge natural constituency in the public sector, could stymie progress towards further trimming the welfare state and encouraging private sector growth.

"Disincenting the public sector is likely to prove very difficult politically," cautioned Moody's Investor Service in its latest appraisal of Sweden. "Without the flexibility needed to compete in international markets, however, the economy may not be capable of sustaining current living standards over the long term."

US envoy warns of new war in Croatia

By Laur Silber in Belgrade

A senior US diplomat said yesterday that former Yugoslavia could be soon engulfed by a renewed war inside Croatia, where a ceasefire between Serbs and Croats is looking tenuous.

The warning was issued by Mr Peter Galbraith, the US ambassador to Zagreb. He warned that in the event of a renewed war, the Croatian army could be crushed by better armed and more numerous Serb fighters who would be backed by Belgrade.

The danger of a new war remained, said Mr Galbraith during a visit to Osijek, north-eastern Croatia.

Complaining about Serb intransigence during peace efforts and the absence of progress in international mediation, Croat officials are threatening to seize back nearly one-third of their republic's territory which is under de facto Serb control. If they fail to gain control over the "state", which severs Croatia in half, Croat political and military leaders say they will not renew the UN mandate.

Zagreb says the UN presence has simply frozen Serb military gains, carved out during the six-month war in 1991, although diplomats believe that the 14,000 strong force has prevented an all-out conflict.

In Belgrade yesterday, President Slobodan Milosevic of Serbia met Mr Alexei Nikiforov, a Russian peace envoy, for talks on a map providing for the partition of Bosnia along ethnic lines.

The map was unveiled this week by the so-called contact group, composed of representatives from Russia, the US, Britain, Germany, and France.

So far the warring parties have not formally rejected the map, which gives 51 per cent of Bosnia to the new Moslem-Croat federation and 49 per cent to the Serbs, who currently control 70 per cent. But they have made clear that war remains an option.

In spite of continuing clashes, the UN yesterday said it wanted to extend the widely breached month-long truce between the Bosnian army and the Bosnian Serbs, when it expires on July 9.

"We are going for an extension to consolidate the gains made over the first 30 days," a UN spokeswoman said.

EUROPEAN NEWS DIGEST

US company sues indebted metals giant

Metallgesellschaft, the heavily indebted Frankfurt-based metals, mining and industrial group, together with its BUS environmental technology subsidiary, are being sued in New York by Horsehead Resource Development Company. Horsehead, a US concern 45 per cent owned by BUS, is seeking at least \$500m in damages. It alleges that BUS and Metallgesellschaft fraudulently induced Horsehead to enter a joint venture in 1990. Horsehead claims the German companies misrepresented the quality of their technologies, failed to market Horsehead's technology in Europe and fraudulently concealed the existence of new technology developed by a BUS affiliate in Europe. David Waller, Frankfurt

Ireland sees faster growth

The Irish government has upgraded its economic growth forecast by half a percentage point to 4 per cent per annum for 1994-95, in a report to the monetary committee of the European Commission. The report, "Ireland's Convergence Programme 1994-95", says Ireland "remains firmly committed" to the convergence criteria for European monetary union. The government budget deficit will remain below 3 per cent of gross domestic product, and the debt/GDP ratio will fall at an average annual rate of 3-4 percentage points of GDP over the next three years, it says. Inflation is targeted at an average 2.5 per cent per annum. Tim Cooney, Dublin

German constitution changes

Members of the German parliament gathered in the historic Reichstag building in Berlin yesterday to amend the country's constitution in line with German unification. But, in spite of calls for far-reaching reforms, they were set to approve only the most modest of changes. The agreed amendments will include a clause on protection of the environment, and tougher commitments on equal rights for women and the handicapped. There has not been the necessary cross-party support for introducing referendums as a part of political decision-making, nor for commitments to social welfare being included in the constitution. The changes could yet fall foul of the upper house of parliament for failing to extend the legal powers of the states. Quentin Peel, Bonn

Airbus crashes on test

An Airbus A330 airliner undergoing tests crashed yesterday shortly after takeoff from the Toulouse airport, the company said. There were no confirmed reports from rescue workers that the five crew members had been injured. Airbus said no one else was on the aircraft when it crashed in an uninhabited area just beyond the end of the runway. The cause of the crash was not immediately known. The A330 is a two-engine, long-distance aircraft which was introduced in November 1993. Only five of the wide-bodied airliners are in commercial service but scores more have been ordered, according to Airbus. AP, Toulouse

Turkish paper buys into rival

Turkey's Milliyet newspaper took a 35 per cent stake in one of its two main rivals, Hurriyet, yesterday in a move a Hurriyet executive said was designed to cut costs. However, Mr Yasar Eroglu said the sale of half of Hurriyet Holding's 70 per cent share in the daily to Milliyet did not herald a merger, but would allow the two high-spending papers to share costs. He did not say how much the Milliyet owner, Mr Aydin Dogan, had paid for the stake in Hurriyet, bought by his AD Holding. Turkey has been fighting an economic crisis since January and Milliyet has been campaigning against Mr Tansu Ciller, the prime minister, in recent weeks, criticising her handling of the economy and attacking her personal investments in the US. Hurriyet's net daily sales are around 508,000 and Milliyet sells about 360,000 copies. Both are locked in circulation wars with the biggest daily Sabah, which sells about 588,000. Reuters, Ankara

Strike hits Norway's hospitals

The Norwegian government yesterday ordered more than 1,800 nurses and other health workers back to work after a three-day strike that affected 38 hospitals and clinics. The minister for local government, Mr Gunnar Berge, met representatives for the Norwegian Nurses Association and four other hospital workers' unions and told them of the government's decision to force the striking parties to take the conflict to legal arbitration today. The conflict, centring around the female nurses' demand for equal pay with their male colleagues, has reportedly led to serious consequences at the 38 hospitals and clinics involved. Several cancer operations and other vital surgery were cancelled during the strike and many people in need of hospital care were turned away without treatment. "Since we don't see any willingness from the five unions to return to negotiations, we have to consider the suffering by the sick and the serious consequences this conflict is causing, we have decided to force the parties to come to legal arbitration tomorrow," Mr Berge said in a statement to reporters. AP, Oslo

ECONOMIC WATCH

GDP rises 5.2% in Denmark

Denmark's seasonally adjusted gross domestic product rose 5.2 per cent in the first quarter of 1994 from the same period last year, according to the national statistics office. GDP also rose 0.4 per cent from the last quarter of 1993. The statistics office said the GDP growth figures for 1992 and 1993 were adjusted upward to 1.3 per cent and 1.4 per cent, respectively. The revised data compared with original GDP growth figures of 1.2 per cent for both 1992 and 1993, was based on new material showing higher private and public sector consumption and increased exports for the two years. The statistics office also reported seasonally adjusted unemployment down to 12.4 per cent in May from 12.6 per cent in April, and against 12.3 per cent in May last year. It was difficult to judge, it said, the net effect on the May figures of state-subsidised job rotation and other labour schemes introduced this year. Reuters, Copenhagen

■ Finland's GDP rose year-on-year for a sixth consecutive month in April, Statistics Finland said. According to preliminary data, GDP was 4.8 per cent higher in April than in the same month last year. The bureau also revised year-on-year GDP growth in March to 3.4 per cent from a preliminary 2.5 per cent rise reported a month ago.

■ Portugal's overall trade deficit rose to \$200.3bn (£78bn) in January to February 1994 from \$198.8bn in the first two months of 1993, the national statistics institute said. The country's estimated trade deficit with its European partners fell to \$113.4bn in January-February from \$122.8bn in the first two months of 1993.

■ The Russian central bank cut its refinancing rate to 155 per cent from 170 per cent with immediate effect. The rate has been lowered in stages from 210 per cent in April in line with a fall in market interest rates and monthly inflation.

Next stage of privatisation aims to attract large investors into companies

Go-ahead for more Russian asset sales

By John Lloyd in Moscow

The Russian cabinet yesterday approved the second phase of the privatisation of Russian state property - the massive programme of asset sales which has already seen the largest part of that property pass out of state hands in exchange for vouchers issued free to the country's 150m people.

The transition from the first to the second phase is a messy one, dictated by the need to soak up the estimated 3m-5m vouchers of the 148m issued for the first phase but still not exchanged for shares.

President Boris Yeltsin has decreed that workers can, in certain conditions, still exchange vouchers for shares until the end of this month; while Mr Yuri Luzhkov, the Moscow mayor, has decreed that Muscovites can exchange their unused vouchers, estimated to number around 200,000, for certificates which can collect interest at the Savings Bank.

The next stage, proposed by Mr Anatoly Chubais, the privatisation minister, and approved by his colleagues yesterday, is aimed at attracting large investors into the companies - both those still to be sold and those

already privatised.

To make the process more attractive, Mr Chubais said the second stage of the programme would include a provision to allow enterprises to acquire the land on which they were situated and to sell excess land on the market. This provision is certain to increase their value greatly.

However, the draft government decree now being finalised by officials from the state property committee and the justice ministry must still be signed by the president - and will not be discussed by the state duma (lower house) for

some time. Mr Victor Chernomyrdin, the prime minister, told the Interfax news agency he feared the presidential decree would differ from the law likely to be passed by the duma. Right- and left-wing groups in the duma have already sponsored a motion on privatisation which would effectively halt the second stage.

A poll conducted for the "Mnenie" (Opinion) polling organisation in Moscow earlier this week showed that the majority polled viewed privatisation as a process which benefited the rich and powerful, gave foreigners control of Rus-

sian companies, threatened jobs and put up prices.

Mr Chubais' advisers acknowledge the amount of progress still to be made, but are satisfied that the first round has broken the power of the old ministries over the bulk of post-Soviet enterprises.

The partial nature of privatisation so far was demonstrated yesterday when a senior official of United Energy Systems, the enterprise which groups together the 69 regional energy suppliers in Russia, announced that some 16 per cent of the company had been sold in two series of public auctions in March and June.

Kinkel signals softer line on beef

By David Marsh and David Lascelles

Mr Klaus Kinkel, German foreign minister, yesterday called for a "European solution" in the row over UK beef sales to Germany, signalling a more conciliatory line.

Speaking in London during a day of talks with the British government, Mr Kinkel said Bonn's planned move to ban British beef imports would not take effect for at least six months even if approved.

The measure, caused by German fears about BSE or "mad cow disease", is due to be dis-

cussed in the Bundesrat on July 8. The Bundesrat's health committee yesterday recommended a limited ban but wording which would allow the government not to implement the order if it saw fit.

Mr Kinkel's statement was interpreted by the British Foreign Office as an attempt to ease Anglo-German differences over BSE. It was also accompanied by fresh signs that the two countries are making progress in efforts to choose the next president of the European Commission by the deadline of July 15 set by Chancellor Helmut Kohl.

Mr Douglas Hurd, UK foreign secretary, said there was a "reasonable chance" of meeting the deadline. Officials said Mr Kinkel discussed a compromise list of candidates with Mr Hurd and Mr John Major, the prime minister.

Meanwhile, the UK government underlined it is taking seriously possible dangers from BSE. The list of products which may not be used in human and animal food because of the danger is to be extended to include certain parts of young calves.

Mrs Gillian Shephard, agriculture minister, said yesterday the risk was minuscule, but the government had adopted a policy of extreme caution.

Tests had been conducted on mice with offal from calves fed large amounts of BSE-infected brain tissue. These had shown it was possible to transmit BSE from the calves to the mice.

She stressed that the government's chief medical officer, Dr Kenneth Calman, continued to advise there was "no evidence whatsoever" that BSE caused Creutzfeldt Jakob disease, the form of BSE which affects humans.



Mr Douglas Hurd (left) with his German counterpart, Mr Klaus Kinkel, in London yesterday

IMF tells Çiller's Turkey to get back to basics

A deal being worked out puts the central bank out of bounds to politicians, writes John Murray Brown

There are two queues in Turkey's state-owned Ziraat Bank. On one side savers are lined up in the hope of participating in the government's latest super bond issue. On the other civil servants and state pensioners wait patiently to draw their monthly cheques.

It may look like taking from

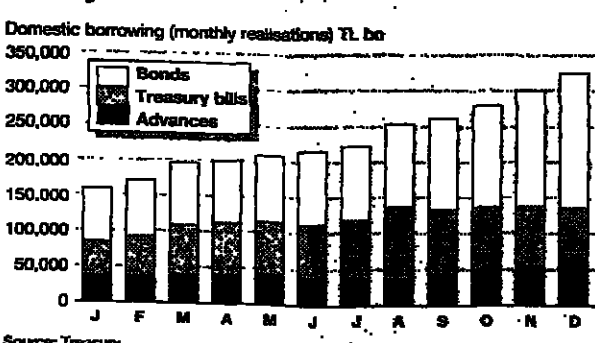
Peter to pay Paul but under the standby agreement being negotiated with the International Monetary Fund, Turkey will have little choice but to resort to large-scale domestic borrowing to finance itself this year.

For behind the bald numbers contained in the letter of intent with the Fund lies a direct political challenge to the government of Mrs Tansu Çiller. No longer will the Treasury be able to go to the central bank to print money to cover the budget gap, the main factor behind the 50 per cent collapse of the lira in the first half of 1994. After the borrowing binge last year which pushed Turkey's external debt to \$67bn, the Fund calls for strict limits on new credits, although in today's uncertainty, there is little likelihood of Turkey returning to the markets in the short run.

The main anchor will be a cor on official reserves, which will discipline the government to adopt a more realistic exchange rate policy while forcing the central bank to use interest rates rather than interventions to support the lira.

Economists say that for a country which last year lost control of the reins, the programme marks a return to orthodoxy. And for all the credit Mrs Çiller is rightly

Turkey



Source: Treasury

claiming for biting the bullet, her opponents are quick to point out that the programme constitutes a reversal of the policies she has pursued since coming to power last June.

The agreement - with the release of the first tranche of a standby facility likely in early July - envisages radical cuts in the public sector borrowing requirement to 9 per cent of gross national product through increased taxes, spending cuts, speedier privatisation and state enterprise closures. Growth of GNP is expected to be zero in the current year and 3 per cent in 1995.

On the monetary side, financial liberalisation has made it difficult to track monetary aggregates. As a result the Fund has focused on the asset side of the central bank's balance sheet.

The Fund's performance targets include a limit of TL305,000bn (£6.2bn) by the year end for the central bank's net domestic assets - implying zero growth in its domestic lending. The programme also calls for a rebuilding of central bank reserves from the level of around \$3.8tn today to \$4tn by the end of 1994 and up to \$6bn by the end of 1995.

Economists point out that the two are intimately related. In the first quarter, central bank reserves went down by \$3bn, exactly the same amount that was extended by the central bank to the Treasury in short-term advances. With the sort of monetary belt-tightening envisaged, economists believe the reserve targets should be achievable.

The programme leaves the government little option but to return to domestic debt markets, in essence what is happening. The high interest rates, with the super bond selling at a compounded rate of 406 per cent, are expected to force savers to make a portfolio shift from dollars back to lira. The lira has already strengthened,

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Austria reaps rewards with China deals

By Ian Rodger in Zurich

Austrian companies appear set to secure contracts with Chinese government agencies for up to \$1.5bn (€874m) in goods and services, after several years of efforts to build contacts and trade with the People's Republic.

Several contracts, including one for a \$500m steel casting plant and another for up to \$1.5bn worth of crude oil, were signed yesterday during an official visit by Mr Li Peng, the Chinese prime minister, to Vienna. The most important agreement, worth up to \$1.5bn, was in the railway equipment sector, where Austria has many strong suppliers.

Under the agreement, Aus-

trian companies will receive some \$330m worth of orders for locomotives, rails, switches (points), rail laying machinery, telecons and tunnel construction.

A further \$330m to \$400m was achievable under the agreement and Mr Viktor Klima, the Austrian transport minister, held out the prospect of up to \$300m in railway-related contracts with China in the longer term. Mr Klima said China was suffering from severe bottlenecks in transporting its raw materials, and so had given the highest priority to railway construction.

The crude oil deal was signed with the Austrian integrated oil group OMV. It calls for the delivery to China of up

to 1m tonnes of crude oil at prevailing market prices over a year beginning in August. OMV produced 2.1m tonnes of oil last year, about half of it in Austria, the remainder in the UK and Libya.

Agreements reached in spite of protests about China's human rights record

Half of the volume was fixed, with the remainder to be determined, OMV said. The total value of the deliveries was expected to be \$1.5bn. For its part, VA Technologie, partly privatised through a

public flotation in May, signed a \$500m contract for a two-strand steel slab casting machine at a steel works in Benxi, China. VA's sister company Voest Alpine Stahl signed a declaration of intent which foresees a joint steel production venture in Ningbo, China.

The agreements were reached in spite of protests from some influential Austrians about China's poor human rights record.

Mr Erhard Busek, the vice-chancellor and leader of the conservative Austrian People's Party, is boycotting the visit and a plan for Mr Li to visit Vienna's city hall to sign the Golden Book was cancelled because of scheduling problems.



Li Peng meets Austrian chancellor Franz Vranitzky

Donor nations pledge \$6bn aid to India

By Shiraz Sidhva in New Delhi

India's donor countries yesterday pledged \$6bn (€3.9bn) for the financial year 1994-95 to meet India's "continued need of high-quality, long-term development assistance" for projects in areas such as education, family planning, nutrition, rural works, and control of endemic diseases.

However, donors and financial institutions meeting in Paris at the annual two-day India Development Forum, chaired by the World Bank, urged India to strengthen its fiscal discipline, without which they fear the country would not be able to reap the full benefits of reform.

Echoing the concerns of other donors, Mr Joseph Wood, vice-president (Asia) of the World Bank, who presided over the meeting, warned that the "sharp deterioration of India's fiscal performance in 1993-94 threatens the future stability of the economy, reduces fiscal flexibility, and undermines the credibility of the overall structural reform programme."

The aid package is lower than last year's figure of \$7.4bn and \$7.2bn in 1992-93, though pledges of concessional aid (comprising grants and interest-free loans) are up to 43 per

cent from 28 per cent last year.

The Indian government has not sought a fast-disbursing assistance component this year because of its improved balance of payments position. The decision is in line with India's new strategy of becoming a "discerning and discriminating borrower of quality assistance to maximise soft loans," according to an official.

"India has made a conscious decision to restrict commercial borrowing and to concentrate on project disbursement and improving portfolio management," said Mr Montek Singh Ahluwalia, finance secretary, and head of the Indian delegation.

Japan continues to be India's largest bilateral donor, with a commitment of \$1.2bn this year, its largest ever to India. Bilateral sources accounted for \$2.4bn this year, as against last year's \$3.2bn. The Japanese package covers 12 projects in sectors such as power, environment, and road building.

The World Bank continues to be the largest source of multilateral pledges, accounting for \$3.5bn of the total of \$3.6bn.

The International Development Association, the soft-lending arm of the World Bank, will today pledge \$3.5bn worth of assistance for development projects.

Japan set for \$1.3bn South Africa package

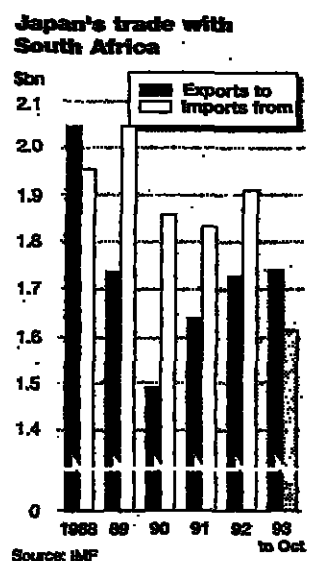
Aid and trade deal will pave way for reinvestment, write Gerard Baker and Gordon Cramb

When he takes his seat at the Group of Seven summit of leading industrial nations in Naples next week Mr Tomichi Murayama, Japan's new socialist prime minister, will not come entirely empty-handed to the table.

One particular offering that Japanese officials have been preparing for their premier to bring - an aid and trade package worth as much as \$1.3bn for South Africa's new democratic government - may assume added significance as a signal of Japan's desire to be a good world citizen in spite of the country's internal political upheavals.

This will focus on investment projects linked to the reconstruction and development programme set out by the all-race Pretoria government in sectors such as telecommunications, medical and educational facilities. It will pave the way for Japanese companies to reinvest in South Africa at a time when their funds will be welcomed as an indicator of confidence.

Last week an official Japanese mission flew to Johannesburg to seek out aid targets. The Tokyo foreign ministry yesterday declined to confirm the figures, but if the package is on the lines of that planned



by the previous government of Mr Tsutomu Hata, it could comprise some \$300m in official development assistance, up to \$500m in Eximbank loans and a further \$500m in trade and investment insurance cover over the next two years.

The Japanese corporate sector rapidly reined back when the ministry of international trade and industry had to confess at the height of the sanctions era in the late 1980s that Japan had suddenly emerged

as white-run South Africa's leading trading partner - ahead of countries such as Germany which had previously headed the rankings.

In the same way, private enterprise may now follow the Tokyo government's lead in rebuilding ties with the country under President Nelson Mandela's African National Congress-led government of national unity. Part of the new aid will anyway be tied to trade with Japanese companies.

Japan is currently South Africa's fourth largest trading partner as the high value of the yen has continued to push Japanese multinationals towards production abroad, but there have so far been few signs that Japanese companies are ready to invest heavily in South Africa.

Licensing agreements largely maintained a Japanese presence in South Africa through the sanctions era and in some cases for many years before. The question now is whether Japanese companies, which until now have been content to provide parts and brand names to local manufacturing units in which they have no equity stake, are willing to contemplate closer operational or shareholding links. No big rush looks likely.

One prime example is Toyota South Africa, the country's biggest car maker, a family-controlled company quoted on the Johannesburg Stock Exchange in which Toyota of Japan has no direct holding. It obtained franchise rights to use the Toyota name as far back as 1961 and has imported components ever since - currently representing some 35 per cent by value of vehicles produced.

In the same way, Mazda vehicles are produced by Samcor, controlled by Anglo-Amer-

South Africa offers a bridgehead into the African market

ican, the country's leading conglomerate. The automotive sector is overcrowded and Mr Peter Arthur, a partner at Webber Wentzel, a Johannesburg law firm which has recently acted for several multinationals investing in the country, says that "we are not seeing new motor manufacturers coming in".

Toyota of Japan said yesterday it had no plans to take a stake in Toyota South Africa which "is and will remain a completely independent local company". But in Johannesburg recently Mr Brand Preto-

rius, managing director of the local operation, said of the future that it was "essential for our company to become part of the global Toyota network". He added: "Whether an investment by Toyota Japan is a precondition still has to be clarified".

What a South African manufacturing base can offer, as never before, is a bridgehead into the African market as a whole, and to others beyond. As Japanese companies seek out lower-cost manufacturing sites to escape the high yen, they are also able further to refine their markets and target the developing world, where reliable brands carry a similar cachet but pricing needs to be keener and the product can be more basic.

South Africa's high tariff regime will be eroded only gradually as a result of the phased accord the outgoing government struck with the General Agreement on Tariffs and Trade before conclusion of the Uruguay Round. Partly because of a lack of previous capital investment under sanctions, a lag in relative productivity also serves as a disincentive to inward investment.

While South Africa's consumer products market has in recent months attracted western names such as Sara Lee

and the potential in developing the country's infrastructure has brought in the French construction company Bouygues, Japanese investments so far have centred on exploiting the country's mineral wealth.

Last month Sumitomo Corporation, one of Japan's leading trading houses, became the first Japanese company to invest in South Africa since Mr Mandela's election when it bought a modest 1 per cent stake in Associate Manganese Mines. Last year the rival Mitsubishi Corporation advanced a \$25m loan to Western Platinum for mining development and Nippon Denko, an offshoot of Nippon Steel, linked with the local NST Ferrochrome to produce high-carbon alloys for the Japanese market.

Beyond the mining sector, Marubeni Corporation established a joint telecom venture with the British-linked Plessey Telkom. But in all, just 30 Japanese companies have offices in South Africa compared with 130 US groups.

And most show no immediate desire to expand. As a Sumitomo official in Tokyo puts it, "South Africa is a very distant, very unfamiliar country, not just for us but for most Japanese companies. We remain very cautious about major commitments."

Venture with Russia allays ministry fears

India and Russia have agreed to launch a \$400m (€263m) joint venture company to service and manufacture spares for military aircraft of Russian origin. The deal was signed by Mr Narasimha Rao, India's prime minister, and Russian president Boris Yeltsin in Moscow, writes Shiraz Sidhva.

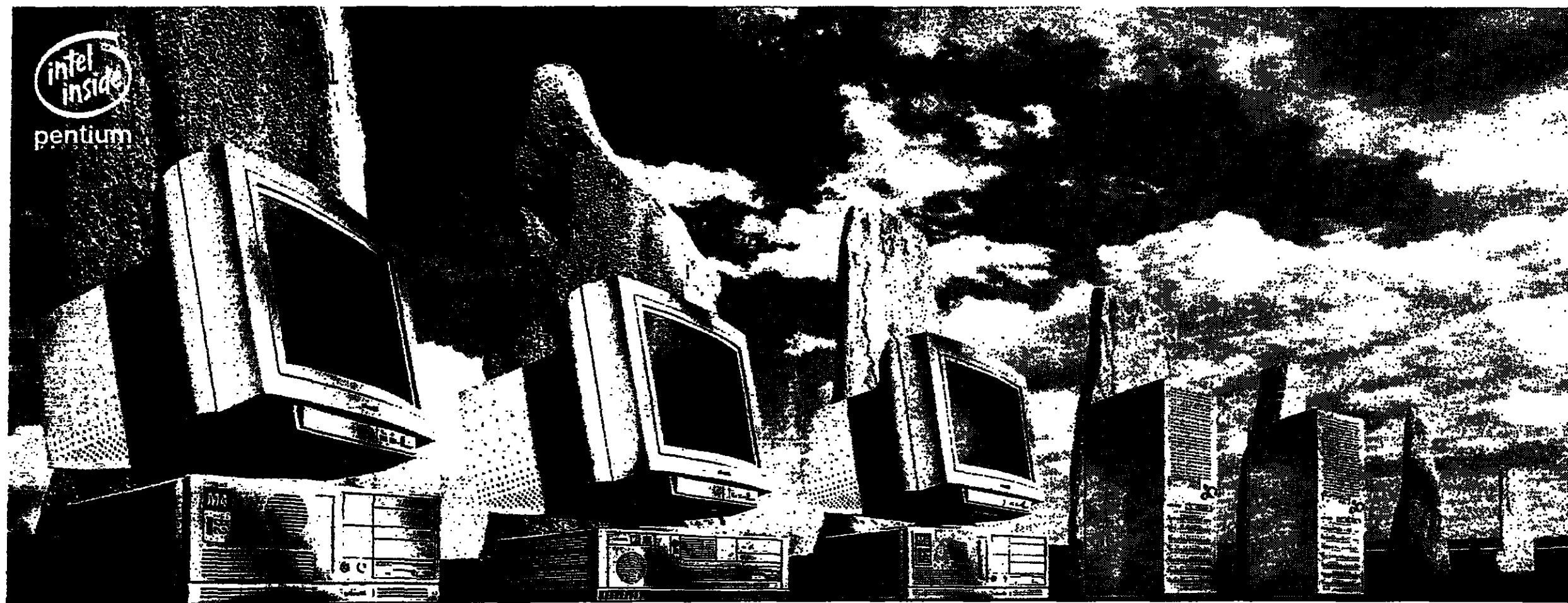
The deal, one of two signed during Mr Rao's four-day visit to Russia, allayed fears in the Indian defence ministry that the substantial Russian-made component of the Indian Air

Force fleet would be redundant if Russia refused spares to India.

Russia also agreed that India should have access until September this year to an \$830m credit negotiated with the former Soviet Union for the purchase of defence items and spares. A large part of the credit, which has been frozen since early 1992, is still unused.

The proposed joint venture company will be based in India.

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NEWS: INTERNATIONAL

NZ has first budget surplus since 1978

By Terry Hall in Wellington

New Zealand recorded a budget surplus of NZ\$257m (US\$311m) in the year to June 1994, its first since 1978 and the start of what Mr Bill Birch, finance minister, called the start of a "virtuous circle".

As a result of the painful economic reforms of the past decade, New Zealand would now reap the benefits over the coming years, he said.

"The stronger growth we now have creates more jobs, which increases taxes, and the surpluses we will achieve will be used to repay debt, leading to stronger growth."

The surplus was a big improvement on the projected deficit of NZ\$2.3bn forecast by the Treasury in last year's budget, although this was revised to a deficit of NZ\$1.4bn last November. The improvement is due to higher-than-expected tax receipts as the economy grew faster than predicted at about 5 per cent of gross domestic product.

This led to a rise in employment of about 86,000. Corporate earnings were up sharply, as many companies came to the end of tax loss, and started paying full tax.

The government also kept a tight rein on its spending, while social welfare costs remained at a low level after the cuts of 1991.

Mr Birch forecast that the budget would show a surplus of NZ\$730m in 1994-95, rising to NZ\$2.5bn in 1995-96 and NZ\$4.5bn in 1996-97. He said this would allow tax cuts.

Meanwhile, New Zealand would have to continue to show restraint and the emphasis would be on repaying overseas debt.

Restraint will be needed and the emphasis will be on repaying overseas debt

The better economic times meant the government was able to start repaying a "social dividend" for those who had been hurt hardest during the reform period.

Mr Birch said he would be spending an extra NZ\$450m over the coming year in various social welfare areas. The greatest sum, NZ\$240m, will go on hospitals and help for the mentally ill. But more will be spent on income support for the poor, and on housing, education, research and development, roads and tourism.

Opposition leaders criticised the government for allocating only an extra NZ\$90m to the unemployed.

Japan may slow moves on economy

New cabinet will steer clear of sensitive issues, William Dawkins reports

THE NEW CABINET

Prime Minister	Tomichi Murayama (SDP)
Deputy Prime Minister	Yoshi Kono (LDP)
Agriculture, Forestry & Fisheries	Takichiro Okawara (LDP)
Chief Cabinet Secretary	Kozo Igarashi (SDP)
Construction	Koken Nishida (SDP)
Education	Kazuo Yonezono (LDP)
Finance	Masayoshi Takemura (NHP)
Health & Welfare	Shoichi Ide (NHP)
Home Affairs	Hironori Nonaka (LDP)
International Trade & Industry	Ryutaro Hashimoto (LDP)
Justice	Isao Maeda (LDP)
Labour	Masao Hamanaka (SDP)
Posts & Telecommunications	Shun Oike (SDP)
Transport	Shizuka Kamel (LDP)

DIRECTORS-GENERAL OF GOVERNMENT AGENCIES

(STATE MINISTERS):

Defence	Tokuhiro Tanazawa (LDP)
Economic Planning	Masahiko Komura (LDP)
Environment	Shin Sakurai (LDP)
Hokkaido/Okinawa Development	Sadatoshi Ozato (LDP)
Management, Co-ordination	Tsunao Yamaguchi (SDP)
National Land	Kiyoshi Ozawa (LDP)
Science & Technology	Makiko Tanaka (LDP)

LDP= Liberal Democratic party SDP= Social Democratic party NHP= New Harbinger party

Japan's new three-party cabinet is populist, conservative and likely to mark a pause in Japan's progress toward a more open economy and power structure.

As expected, most of the top jobs went to the right-wing Liberal Democratic Party, which holds the foreign, defence, home affairs and international trade and industry ministries among its 13 cabinet seats. It gives the cabinet the experience lacking in its coalition partners.

The left-wing Social Democratic Party gets five, while the New Harbinger Party, a former LDP splinter group, which forms the smallest member of the coalition gets two, including the vital finance ministry. The previous pronouncements and track records of Mr Tomichi Murayama's team indicate the new government's main policies will be as follows: coalition partners will focus on the few areas where they have something in common.

They will steer clear of sensitive matters such as energy, where the SDP believes Japan must freeze its nuclear programme, or defence, where the Socialists believe Japan's army is unconstitutional.

● The Economy: The government is expected to push for a several-year income tax cut, possibly in a tax reform bill this autumn, but to leave the timing and scope of any increase in consumption tax vague.

● Foreign and trade policy: The LDP's Mr Yoshi Kono, for-

will fight for a rise in consumption tax, on grounds that extra revenue is urgently needed to curb the rising public-sector borrowing requirement (5 per cent of gross domestic product, according to the Organisation for Economic Co-operation and Development). But the decision will be swayed by the New Harbinger party's tax-cutting Mr Masayoshi Takemura, whose arrival will cause alarm among ministry mandarins.

He yesterday repeated his opposition to finance ministry plans to raise consumption tax, a row over which caused Mr Takemura to walk out of a former coalition government. Mr Takemura's appointment is a boon to the SDP, which opposes a rise in sales tax even more than his party does.

● Deregulation: Large sections of both the LDP and SDP prefer deregulation to proceed at an even slower pace than under the previous two reform-minded coalition governments.

The LDP is sensitive to its small business support base, reluctant to face an increase in competition. The SDP is pulled in opposite directions by its two main types of supporter, conservative farming communities and the pro-deregulation trade union movement, Rengo.

On balance, it has a record of being unenthusiastic on deregulation, as shown by its resistance to last year's ending of the ban on rice imports.

● Foreign and trade policy: The LDP's Mr Yoshi Kono, for-

ign minister, and his Socialist boss, Mr Murayama, are staunch pacifists, which suggests they will press for a soft line on North Korea's nuclear ambitions.

Here, they will have the support of Mr Takemura, who has been close to Pyongyang since arranging a meeting between Kim Il-Sung and a senior member of the LDP four years ago.

All three members of the coalition oppose non-United Nations sanctions against North Korea. Mr Kono, but not all his LDP followers, and his two partners agree Japan

should not revise Article Nine of the constitution, which forbids the use of force to settle international disputes.

The prime minister and foreign minister may also, because of their pacifism, tone down Japan's bid for a permanent seat on the UN Security Council and for wider participation in UN peace-keeping.

As a result, Japan may take a generally lower profile on the world stage while this government is in office. The strong hawkish streak on the right wing of the LDP is likely to enliven this coalition's reign.

● Political reform: Mr Murayama surprised critics yesterday by pledging to speed the re-drawing of electoral boundaries and hold elections under the new rules opposed by many of his own party members only last January. The new boundaries will be ready by autumn, but the coalition might hold on longer if it can control its internal differences on this and other policies. The new boundaries are the final stage in the re-design of the political and electoral system, including curbs on political fund-raising. Mr Kono equivocally supports reform.

Mr Murayama's electoral pledge disappointed the SDP and LDP old guard, who suspect they would do less badly in a quick election under the old system than under the new. Against that, they fear a public backlash if they are seen to be resisting popular reform. The new prime minister symbolically signalled he wanted to break with the LDP's record of political corruption by giving the construction ministry to a Socialist. Public-works contracts were at the centre of a recent judicial crackdown on corruption.

One entirely legal vestige of the old political way is present in the cabinet: the strength of family ties. Ms Makiko Tanaka, the straight-talking daughter of former Prime Minister Kakuei Tanaka, becomes director-general of the Science and Technology Agency, during her first term in parliament. Few politicians land a cabinet job so early in their careers.

Let's try to keep things moving - Patten

By Simon Holberton

Critics of Hong Kong's governor Mr Chris Patten have often said he would have to trade advances in Hong Kong's political development for Chinese concessions in economic matters.

Yet yesterday, just hours after denouncing the vote in Hong Kong's Legislative Council that extended the franchise in the British colony, China initiated a treaty with Britain on the use of military land after sovereignty is returned to Beijing in 1997.

"I am just pleased that 'the end-of-the-world-is-nigh' brigade will now have to hang up their clapper boards," said the governor in an interview yesterday.

The view in the colony now is that Beijing has separated the economic from the political.

With the vote in LegCo early yesterday morning securing the political reforms he sought, Mr Patten is keen to move on and deal with practical issues of transferring sovereignty to China in 1997.

Although the development of democracy in Hong Kong has been the most contentious issue dividing Britain and China in the last two years, the governor detects a willingness by Beijing to deal with the nitty gritty. With the military land deal on the way to being resolved, talks about airport finance may also be nearing completion.

"I think it is possible to co-operate across the board and we will be looking in the coming months for ways to build on the momentum," Mr Patten said.

In the early hours of Thursday morning Mr Patten scored a narrow victory in LegCo when lawmakers voted for his plans to extend the franchise in next year's elections.

"The decision has been taken by the people of Hong Kong, not imposed upon them," he said. "The process is almost as important as the institutions which [the] vote put in place. Hong Kong stood up for itself."

"But we've got to try to increase China's understanding and remove its mistrust about Hong Kong - a feeling that somehow Hong Kong's aspirations represent a threat. [The] vote wholly involved the United Front [pro-Beijing] politicians in Hong Kong. Chinese officials played an active part in trying to influence the outcome of the vote. It was good that they were involved in that way."

Beijing's official position yesterday was that fresh elections will be held in Hong Kong after China regains sovereignty in 1997.

Next on the agenda is resolving the long-running dispute with Beijing about funding Hong Kong's multi-billion dollar airport project. "We are extremely close to an agreement," said Mr Patten.

Yesterday Mr Guo Fengmin, China's chief representative to the Joint Liaison Group, said that in drafting the agreement "some problems emerged which need to be further clarified." It is understood these relate to allowing the government corporations building the airport and connecting railway to approach bankers. Mr Guo said he hoped a draft agreement could be "completed in the near future."

Mr Patten said there was much that Britain and China had to get done in the coming three years. This included the localisation and adaptation of Hong Kong's law and air service agreements with other countries.

China's co-operation was also needed when it came to the government's social agenda. The government will soon be publishing a consultation paper on its plans for a state-funded old age pension. "It is essential to carry China with us."

Mr Patten said a meeting with Mr Lu Ping, China's top official on Hong Kong, would be a boost to relations. When Mr Lu visited the colony in early May he snubbed the governor.

"I would like to [meet him] whenever Mr Lu thought it possible, practicable and desirable. I happen to think it is desirable now and I think the Hong Kong people think it is desirable."

Mr Patten is under no illusion that the events of this week will mean plain sailing until 1997.

"This job is not going to get any easier. I don't seem to be alarmed or to forecast typhoons, but the job is going to be intensely difficult and intensely challenging right down to the wire."

Former Elders executive jailed

By Nikki Tait in Sydney

Mr Kenneth Jarrett, the former Elders executive who has agreed to give evidence against Mr John Elliott concerning the Melbourne-based businessman's role in A\$66.5m (\$48.5m) worth of allegedly fictitious foreign exchange transactions, was sentenced to 18 months in jail yesterday.

However, Mr Justice Coldrey suspended 12 months of the sentence, saying it could not have been easy for Mr Jarrett to "break ranks" and co-operate with the authorities. Mr Jarrett had pleaded guilty to one charge of failing to act honestly between 1986 and 1990 as an officer of Elders Ltd, the large Australian brewing and

agribusiness group formerly headed by Mr Elliott.

The charges were brought against Mr Elliott, a past president of the Australian Liberal party and one of Australia's most prominent entrepreneurs in the 1980s, and a number of other Elders executives including Mr Jarrett, shortly before Christmas.

Essentially, the prosecution is arguing that the forex transactions were used to funnel money to companies connected to Mr Allan Hawkins, a New Zealand-based businessman who is in jail. Mr Jarrett's account supports these allegations. However, Mr Elliott has consistently denied any wrongdoing. The matter is due to come to trial next month.

Pleasant surprise as shares go higher

By Emiko Terazono in Tokyo

Traders at Nikko Securities, who started their morning with long faces yesterday on prospects of a plunge on the Tokyo stock market, were pleasantly surprised after Japanese shares closed moderately higher.

Many analysts had expected financial markets to react negatively to the uncertainty posed by the new socialist leader, but investors chose to look on the bright side, seeing the new administration as fiscally expansive, supporting further cuts in income taxes, and discarding tax rises.

After a brief plunge, the leading Nikkei index closed up 162.93, or 0.8 per cent, at 20,643.93, on hopes of an imminent recovery of corporate earnings and the economy.

But investor confidence was virtually unaffected due to the belief that bureaucrats will continue running state affairs, including economic management. "There is no socialist government, just a socialist prime minister within a coalition," Mr Tom Hill, strategist at brokers SG Warburg in Tokyo, said.

Favourable news for the economy, on the other hand, suggested higher interest rates, depressing the bond market. Currency traders were more upbeat. Of the new regime as doubts over the prime minister's handling of trade talks with the US and the Naples summit kept the yen above Y99 to the dollar. It closed up Y0.32 at Y98.93.



Japanese Prime Minister Tomichi Murayama (centre) with Finance Minister Masayoshi Takemura (left) and Yoshi Kono

YOHEI KONO

MASAYOSHI TAKEMURA

Alliance's architect

Mr Yoshi Kono, Japan's new deputy prime minister and foreign minister, was the principal architect of the incongruous alliance of socialists and Liberal Democrats now ruling Japan, writes Gerard Baker in Tokyo.

Elected to lead the LDP following its defeat last summer, he has spent most of the past year attempting to unseat the governments of Mr Morihiro Hosokawa and Mr Tsutomu Hata, finally patching together a deal with the socialists minutes before Wednesday night's vote in the lower house of the Diet.

Mr Kono, a 57-year-old former cabinet secretary in the last LDP government of Mr Kichiji Miyazawa, has a reputation as a firm supporter of Japan's pacifist constitution. He moves to the Foreign Ministry as a lively debate is under way about Japan's international role.

Some in the ministry favour giving the country a stronger presence in the international arena, but Mr Kono has said that Japan should be a "soft power", developing its political and economic role rather than a military one.

He has tried to distance the LDP from its scandal-ridden past, building on a reputation earned in the 1970s as an early member of the party's reformist wing.

Mr Kono left the party in 1976 to form a breakaway group, the New Liberal Club, following the Lockheed payoff scandal. But his reputation was not enhanced by a decision to rejoin the LDP in 1986, even though the party had changed little.

Popular policies

Mr Masayoshi Takemura has made a spectacular comeback at the head of Japan's Finance Ministry, its most powerful bureaucracy, despite being constantly undermined, in his days as chief cabinet secretary in the Hosokawa administration, by Mr Ichiro Ozawa, the backroom strategist, writes Emiko Terazono.

Not only does the Finance Ministry govern state budget, tax policy and financial markets, it also supervises the Bank of Japan's monetary policy.

So far his pronouncements as finance minister have been sweet to the public's ears. Yesterday he stressed he would pursue income tax cuts but ruled out an immediate consumption-tax increase. He has gained electoral popularity through his low-key style, is a self-professed environmentalist, and has been calling for a green tax to help conserve the regional environment.

Along with members of the Socialist party, Mr Takemura is known for his strong ties with North Korea. He has visited the country three times, including a trip he organised for Liberal Democrat and Socialist elders to meet President Kim Il-Sung in 1990.

Such ties pose risks for swift Japanese decision-making towards North Korea were a crisis to erupt. In contrast to Mr Ozawa, he envisages a more discreet role for Tokyo in the international arena, claiming Japan should maintain its role as a pacifist country, and strongly opposes its financial involvement in regional military crises.

Pledges leave PLO with a cash shortfall

Arafat is angered by donors' contributions to the start-up costs for West Bank and Gaza, writes Roger Matthews

Mr Yasser Arafat, leader of the Palestine Liberation Organisation, will today head to the land he has sought for so long, supported by more than \$2.4bn (\$1.57bn) in pledges of aid but few dollars in his pocket.

The once-wealthy PLO is teetering on the edge of bankruptcy, and international donors seem determined that its coffers will not be replenished to the detriment of the West Bank and Gaza strip's development.

At a lunch in Tunis last week with western diplomats, Mr Arafat did not disguise his anger at the "derisory" cash sums he was being offered to help set up the Palestinian organisations required to take over the administration of territories freed from Israeli occupation. Even senior PLO officials, especially those without direct family ties in the West Bank and Gaza, were yesterday pondering such basic issues as how they would pay for their impending move and find somewhere new to live.

The conflict between immediate, and partly political, needs and the longer term eco-

nomics and social requirements of the territories can only be resolved by the international aid donors.

The two largest, the US and the EU which together have pledged more than \$1bn over the next five years, recognise the need to sustain Mr Arafat politically against his radical opponents.

But the amount of pledged aid that can be diverted into start-up costs and budget support for the new administration is often limited by the legal restraints under which the donor governments must work. Even more difficult is to provide Mr Arafat and his colleagues with what American politicians describe as "walk about" money. Such requirements sit uneasily alongside demands for "transparency and accountability" in the use of funds.

For the past two months these issues have dominated the PLO's contacts with donors, at some cost to the urgent work needed to trans-

late pledges into projects and to answer the criticism of Palestinians in the territories that nothing on the ground has changed since Israel and the PLO signed their initial agreement in September.

Of the \$2.4bn in development funds on offer over the next five years, \$70m has been earmarked for the first 12 months of the new self-rule authority, a figure well beyond the capacity of the territories to absorb.

World Bank officials estimate that initially the absorptive capacity, excluding recurrent costs, will be in the region of 10-12 per cent of gross national product, or about \$20m-\$300m. Some \$80m has already been disbursed, with another \$300m committed, and Palestinian officials are scheduled by the middle of July to submit a further list of projects for consideration.

A key task now is to resolve priorities and persuade the donors to be flexible in their selection of projects.

"We are finding that some

countries only wish to be involved in certain prestige projects where they can see long-term commercial benefit. And there are also many difficulties in different demands for bidding procedures, and with those governments which insist that contracts can only be awarded to companies from their own countries," said a member of the Palestinian economic council for development and reconstruction.

These complications have been compounded by the lack of urgency demonstrated by Mr Arafat in appointing staff and his unwillingness to delegate authority.

He has, however, also been handicapped by the belated recognition that start-up costs of the new administration and its projected budget deficit for the first two years would be substantial.

The gap to be covered until the end of 1994 is put at \$168m. Of this \$133m has so far been

committed, with \$60m of it in a special fund administered by the World Bank and named after Johan Joergen Holst, the late Norwegian foreign minister. The Holst fund has been financed by governments which were persuaded to switch development funds into direct cash aid. They include Saudi Arabia and Kuwait, which, because of Mr Arafat's support for Iraq during the Gulf war, had been adamant that none of their contributions should be used to sustain the PLO.

It was the World Bank's suggestion that the Holst fund should be drawn down by \$10m a month that Mr Arafat characterised as "derisory", and prompted him to dispatch Mr Ahmed Qurei, the economy supreme in the new administration, to Washington for talks at the end of last week. The result has been an agreement to step up the monthly payments to \$13m, but the quest continues for more donations to the fund.

Bhutto in missile warning

By Tim Coone in Dublin

India's plans to deploy a medium-range missile system with its armed forces threaten to trigger a regional arms race in southern Asia, Mr Benazir Bhutto, Pakistan's prime minister, warned in Dublin yesterday.

On a three-day official visit, she said Pakistan has shown "tremendous restraint" by not responding in kind to India's testing of a nuclear weapon and the successful test-firing of its Prithvi missile system.

"We have not detonated a (nuclear) device, although India has detonated a device. We have shown tremendous restraint." But the increase in India's defence budget and its recent decision to deploy the Prithvi missile system with the artillery corps have been "highly provocative, (and) threatens to trigger a missile race in the sub-continent."

The Prithvi is believed capable of carrying a nuclear warhead up to 250km.

NEWS: OECD ECONOMIC OUTLOOK

■ Steady growth and low inflation forecast ■ Government debt remains a problem ■ Warning on jobs

World recovery gathers pace

By Gillian Tett in Paris

Economic recovery is now well under way in the industrialised world, with the US, Japan and Europe all forecast to see steady growth and low inflation over the next two years, the Organisation for Economic Co-operation and Development reports in its latest half-yearly outlook.

But this growth may not be enough to solve the longer term problem of government debt, and the industrialised economies will need to expand more rapidly than in the last two decades if they are to return to a period of high employment, the report adds.

The Paris-based body, which represents 25 industrialised nations, paints an upbeat picture of current prospects. For the first time since 1991 the OECD has revised its forecasts of growth upwards, with the industrialised economies expected to expand by 2.5 per cent this year and nearly 3 per cent next.

The OECD's last forecast, made in November, envisaged 2.1 per cent growth this year and 2.7 per cent in 1995.

The US, the UK, Australia and New Zealand are at the

forefront of this growth, with recovery in these countries now well entrenched, the report says. But the outlook for Japan has also brightened. And though domestic demand remains weak in continental Europe, rising exports are expected to lead to steady

economist, said yesterday, echoing the OECD's jobs study released earlier this year.

Although unemployment is projected to decline slightly next year, most of the improvement will be in the US. The report warns that unemployment in Europe will

tightened fiscal policy since last year. But even if the governments stick to these fiscal measures, this will still only stabilise the deficit at 1-3 per cent of GDP by the end of the decade - a level that would leave the total public sector debt running at around 75 per

cent of GDP for the OECD as a whole, well above the 60 per cent levels seen in the late 1980s, the report warns. And if growth slows - a distinct possibility, according to the OECD - the debt position could be far worse. "Only slightly lower growth - by half a percentage point per year - could lead to debt levels in 2000 averaging close to 85 per cent of GDP," the report says.

A third worrying sign, the OECD says, comes from the recent rise in long-term interest rates on financial markets.

The policy implications of this rise vary for different countries, the OECD says - though the increase in rates may reflect rising inflation expectations or public sector debt concerns in some countries, it is also being driven by greater market volatility and increased risk-aversion among market traders, the report says.

In the US, where recovery is strong and spare capacity levels low, a "neutral" policy is needed to ward off inflation, the report suggests.

In other countries such as the UK and Canada, which are also seeing recovery but with higher levels of spare capacity, the same forces that pushed up US interest rates will increasingly come into play.

But in countries where recovery has barely begun - such as Japan - there may be more room for easier monetary conditions. Nevertheless, the OECD concludes: "In all countries, insofar as real long-term interest rates are considered to be too high, the solution is more likely to be found in more ambitious reduction of budget deficits."

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OECD Outlook for the medium-term

Summary of projections
Seasonally adjusted at annual rates

	1994	1995	1996
Real GDP (% change)			
US	4.0	3.0	2.0
Japan	0.8	2.7	2.8
Germany	1.8	2.6	2.8
OECD Europe	1.9	2.8	3.0
Total OECD	2.6	2.9	2.6
World Trade (% change)¹	6.7	7.2	6.9
Inflation (% change)²			
US	2.1	2.8	3.2
Japan	0.8	0.8	1.1
Germany	2.9	2.0	1.9
OECD Europe ³	2.9	2.4	2.4
Total OECD ⁴	2.1	2.3	2.5
Unemployment (% of labour force)			
US	6.3	5.8	6.0
Japan	2.9	2.8	2.8
Germany	10.0	10.0	9.3
OECD Europe	11.7	11.8	11.6
Total OECD	8.5	8.3	8.2
Budget balance (% of GDP)⁵			
US	-2.6	-2.1	-1.6
Japan	-1.9	-1.7	-1.1
Germany	-2.9	-2.8	-2.8
OECD Europe ⁶	-3.1	-3.2	-3.4
Total OECD ⁷	-3.0	-3.3	-2.7
Current balance (% of GDP)			
US	-2.1	-2.1	-2.1
Japan	2.5	2.5	2.3
Germany	-0.7	-0.2	-0.1
OECD Europe	0.7	1.0	1.1
Total OECD	0.1	0.1	0.1

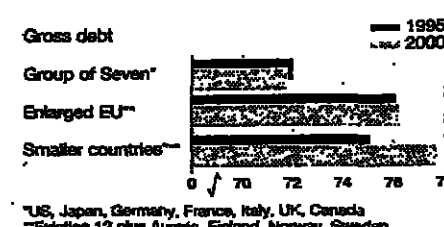
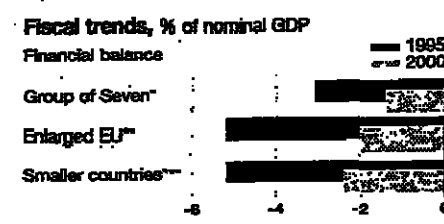
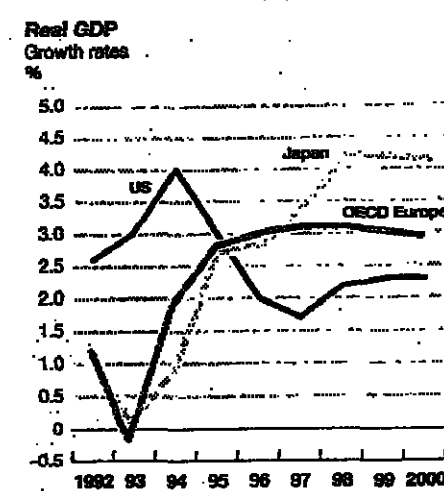
¹ Arithmetic average of growth rates of world import and export volumes.

² GDP deflator.

³ Excluding Turkey.

⁴ General government financial balance as % of nominal GDP.

⁵ Excluding Iceland, Luxembourg, New Zealand, Switzerland and Turkey.



¹ US, Japan, Germany, France, Italy, UK, Canada.
² Excluding 12 plus Austria, Finland, Norway, Sweden.
³ Australia, Austria, Belgium, Denmark, Finland, Greece, Ireland, Netherlands, Norway, Portugal, Spain, Sweden.

Japan's growth may be slowed by strong yen

The strengthening of the yen could undermine economic growth in Japan by reducing the level of Japanese exports, the OECD outlook warns, writes Gillian Tett.

Though the Japanese economy is expected to pick up this year, it is still the slowest growing of the "big three" industrialised economies, lagging behind the US and Germany, the report adds.

With the Japanese economy still very weak, the main factor in the projected turnaround in the economy will be the fiscal package unveiled by the Japanese government in February, the OECD says.

The combination of tax cuts and higher public spending is expected to boost consumption and residential investment, leading to higher growth later this year.

But Mr Kumiharu Shigehara, OECD chief economist, yesterday warned that in the light of the yen's recent strengthening on the markets, "recent financial market developments

entail the risk of weaker growth of output in Japan".

A weaker dollar could also add to inflationary pressures in the US, Mr Shigehara added. However, he pointed out that in spite of the dollar's decline against the yen, it remained strong against most other currencies.

And though growth in US GDP is forecast to slow to 3 per cent next year, from 4 per cent this year, this rate is still expected to reduce the unemployment rate "below levels consistent with stable inflation", the report says.

The strong US demand is expected to suck in more exports, leading to a deterioration in the US balance of trade.

In European countries such as Germany, in contrast, rising exports are expected to be a key factor in economic growth - though the OECD also warns that German output growth will be slow in 1994, with domestic demand not expected to pick up until 1995.

Rise in British investment forecast

The recovery in Britain will become more broadly based this year, resulting in a steady pace of growth, the OECD forecasts in its outlook, writes Gillian Tett.

Although the UK's economic improvement is now well entrenched, business investment was, until recently, "the missing ingredient", the outlook says. But in the coming months private investment should start to support the recovery "as company balance-sheet positions and cash flow continue to improve", the report adds.

The OECD's overall forecasts for the economy are slightly more upbeat than the UK government's own estimates.

Whereas the UK Treasury forecast earlier this week that GDP would grow by 2.75 per cent this year and next year, the OECD predicts growth of 2.8 per cent this year, followed by 3.2 per cent in 1995.

Consumers are forecast to continue spending, in spite of April's tax rises - although private consumption growth is expected to dip slightly in the second half of this year, it is expected to pick up after that. The main factors boosting this growth, the OECD says, will be a rise in employment, a further fall in the household savings rates, and a mild rise in house prices.

The inflation outlook "remains benign", the report says, although the OECD's forecasts are slightly higher than those of the Treasury. The OECD's internationally comparable measure of consumer price inflation forecasts a rise of 2.9 per cent this year, while the government forecasts underlying inflation will be 2.5 per cent at the end of this year.

Debate on 'zero inflation' reopens

The battle against inflation is proceeding well - but governments now need to gear up for the next stage of the campaign. With inflation forecast to remain at low levels across the industrialised world, it is time to clarify the longer term inflation goals, says the OECD, writes Gillian Tett.

Part of the problem stems from the monetary authorities' own success, it says. In the past, most governments have assumed that their goal was to achieve "low inflation", often implicitly defined at around 2 per cent.

But inflation is now running near this level in many countries, and is forecast to remain stable over the rest of this year before rising slightly in 1995.

As a result, the question of whether governments should be aiming lower for "zero inflation", has re-entered the policy arena, the report says.

Supporters of this zero target, the OECD points out, claim that this would "provide a clear, easily communicated goal".

However, the OECD suggests that a "zero" goal is dogged by problems. Governments which announce a zero goal run the risk of looking overly ambitious and losing market credibility. Indeed, once inflation falls to these very low levels, there may be problems assessing the target number itself - consumer price indices in the US and Canada in particular become more ambiguous once inflation falls below 3 per cent.

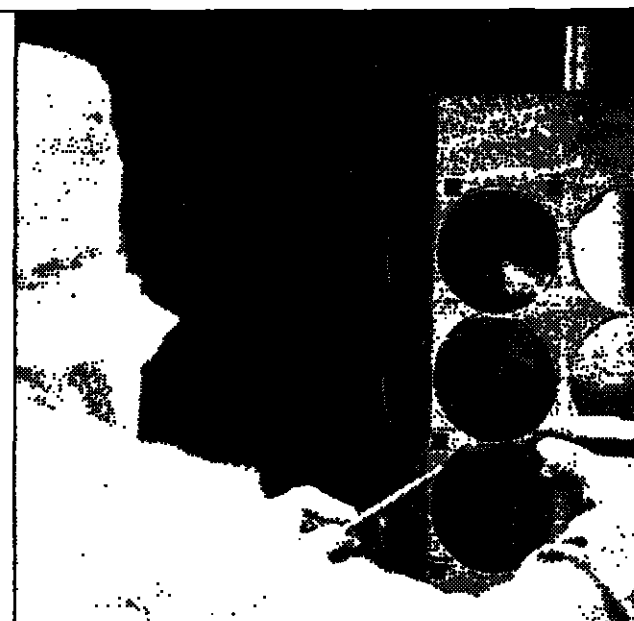
As a result, the OECD concludes that most governments will continue to aim for above zero targets - although it warns that "a good deal of judgment is required as to what they might imply in numerical terms".



Matra Marconi Space.

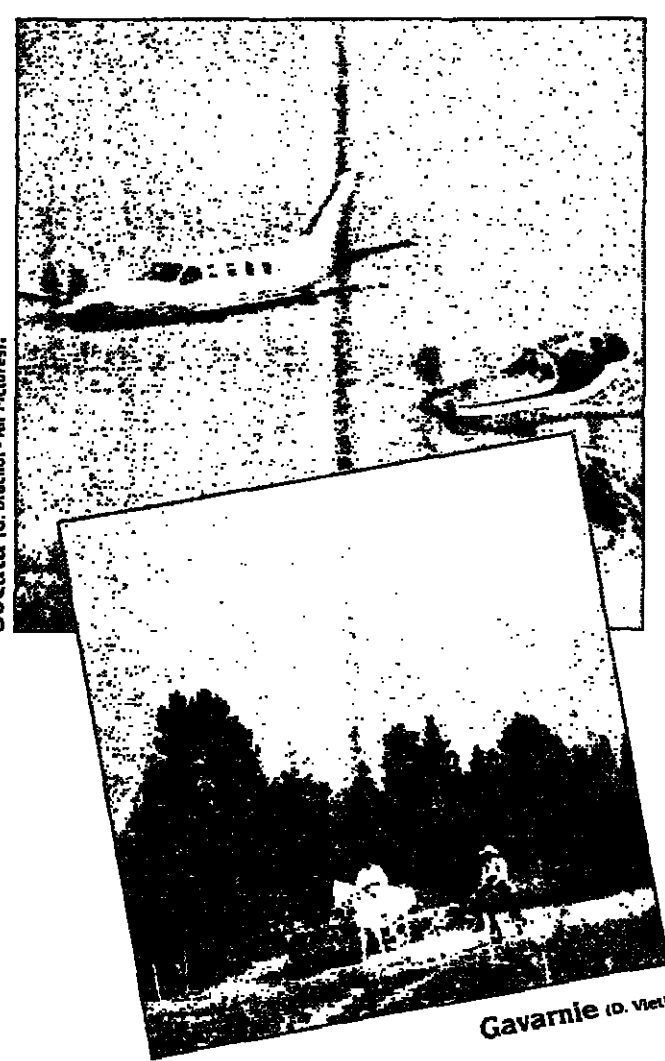


Armagnac (D. Viet).



Motorola.

TOULOUSE MIDI-PYRENEES MEANS



Socata (C. Bracher - At Plouvent).

Gavarnie (D. Viet).

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Fiske inquiry finds White House aide Foster's death was suicide

S&L probe clears Clinton

By Ken Warr in Washington

Mr Robert Fiske, the special prosecutor investigating the Whitewater affair, yesterday said he would not bring criminal charges over a savings and loan investigation involving President Bill Clinton.

Mr Fiske also confirmed police findings that Mr Vincent Foster, a White House aide, committed suicide.

Mr Fiske was releasing his first findings on Whitewater since he was appointed by Ms Janet Reno, the attorney general, this year. The probe, which originally centred on Mr Clinton's financial dealings in Arkansas in the late 1970s and 1980s, later broadened to include the White

House's handling of investigations into these dealings and Mr Foster's death.

The report concludes there is insufficient evidence that meetings between the then deputy Treasury secretary, Mr Roger Altman, another Treasury official and White House staff to discuss an investigation into Madison Guaranty, a failed Arkansas saving and loan, broke the law.

Some of Mr Clinton's opponents have implied that the White House might have wanted to influence the investigation into Madison Guaranty. Federal investigators claim that Madison may have improperly diverted depositors' funds to Mr Clinton's gubernatorial campaign and to the

Whitewater property development in Arkansas, in which the Clintons had a stake.

The report dismissed allegations that Mr Foster's death - he was found shot in July 1993 - might have been other than suicide. It also concluded that matters relating to Whitewater and to Madison did not play a part in it.

In an extensive examination of Mr Foster's state of mind, Mr Fiske points to a wider pattern of depression. Mr Foster had been exhausted and anxious, particularly over criticism of his role in the sacking of employees from the White House travel office.

The White House said the findings showed neither the president nor his wife broke

any laws in the affair. The report on Mr Foster, a long-time friend of Mr Clinton and his wife's former law partner, was especially welcomed. "This should put to rest the irresponsible speculations - many of them politically motivated - that something more sinister occurred," said Mr Lloyd Cutler, the White House special counsel.

However, Mr Fiske has not completed an investigation into the handling of Mr Foster's documents immediately after his death. This was in its final stages and should be finished shortly, Mr Fiske said. His investigation is now expected to focus on the Clintons' Arkansas business dealings, but a final report could be



Fiske inquiry broadened

months if not years away. Congress is also due to begin its own hearings into some aspects of Whitewater this month.

Christopher's line on Haiti pleases Senate

Military blamed for number of refugees, reports George Graham

Blaming the upsurge in the number of Haitians fleeing their country on "the illegitimate military regime's repression", US secretary of state Warren Christopher yesterday insisted that diplomatic and economic pressure would succeed in driving out the military leaders who ousted President Jean-Bertrand Aristide three years ago.

"The longer the tragic situation continues, the harder it will become for those wealthy people who have propped up the dictatorship. In particular, the more protracted the crisis, the more tenuous is the future of the Haitian military," Mr Christopher told the Senate foreign relations committee yesterday.

Over 2,500 Haitians have been picked up by the US Coast Guard in the last four days, fleeing to the US in small and often home-made boats and threatening to swamp the refugee processing system the administration has set up in Jamaica.

The Turks and Caicos Islands have agreed to allow the US to set up another processing centre and President Bill Clinton has decided to reopen a refugee camp at the US Guantanamo Bay military base in Cuba - a solution adopted

by former President George Bush before he decided simply to repatriate all Haitians picked up at sea.

Mr Christopher's insistence that the exodus was caused by the military regime's repression was designed to head off criticism that the administration had virtually invited Haitians to flee by conveying the impression that they stood a better chance of winning asylum at the new processing centre in Jamaica than in the three centres already operating in Haiti.

The administration has also tried to ratchet up its sanctions on the regime of the military leader, Gen Raoul Cedras. Earlier this week, it revoked almost all visas held by Haitians, to reinforce its existing ban on commercial flights to and from Haiti.

Mr Christopher's comments came as part of a wide-ranging discussion of US foreign policy issues before a panel of senators, many of whom were visibly worried at the prospect that the US might tire of waiting for sanctions to work, and turn to military force to restore Mr Aristide.

"All we are hearing is invasion, invasion, invasion," grumbled Senator Jesse Helms, the extreme right-winger from North Carolina who is the senior Republican on the foreign relations committee.

Mr Christopher won applause - rare and welcome in recent months, when the administration's foreign policy team has been under steady attack for inconsistency and indecisiveness - from both Mr Helms and Senator Claiborne Pell, the Rhode Island Democrat who chairs the committee. "I'd like to commend the president and the secretary for the steady hand they have exercised at the tiller of the foreign policy ship of state... We have not been goaded into an untimely, unwise use of force, whether in North Korea or Haiti or Bosnia, that would have jeopardised American lives for an uncertain outcome," Mr Pell said.

Mr Christopher said his efforts were focused not just on immediate problems but on "what I believe to be the most important contribution that I can make to American foreign policy": the creation of long-term relationships and structures to last beyond short-term uncertainties that he likened to those facing President Harry Truman and secretary of state Dean Acheson at the end of the second world war.

"They met the challenges of reconstruction after world war II, and we are meeting the challenge of reconstruction in the post-cold war period now," Mr Christopher said.

Gurus of grunge in antitrust ticket claim

By Jeremy Kahn in Washington

The gurus of grunge music - the Seattle-based modern rock band Pearl Jam - yesterday accused Ticketmaster, the US ticket distributor, of violating antitrust laws, to a packed congressional hearing room.

The US Department of Justice, at Pearl Jam's behest, launched a formal investigation in May into Ticketmas-

ter's virtual monopoly on sales in the US entertainment markets. A House subcommittee that oversees justice department operations called yesterday's hearing to look into Pearl Jam's allegations.

The dispute centres on the service charges Ticketmaster adds to the price of the seats it distributes. Pearl Jam, who have pledged to keep their ticket prices under \$20, claims these charges

make it impossible to stage low-cost concerts.

Band members testified that they were unable to find an alternative ticket distribution system because Ticketmaster has cornered the market in the US after the Justice Department gave it permission to acquire its falling competitor, Ticketron, in 1991.

"It is today virtually impossible for a band to do a tour of large arenas or

other significant venues in major cities and not deal with Ticketmaster," Mr Stone Gossard, Pearl Jam's guitarist, said.

But Mr Fred Rosen, Ticketmaster's chairman, denied his company was violating anti-competitiveness laws. "It is frankly a matter of some concern to us that a rock band can, by virtue of their celebrity status, cause this kind of hearing to take place."



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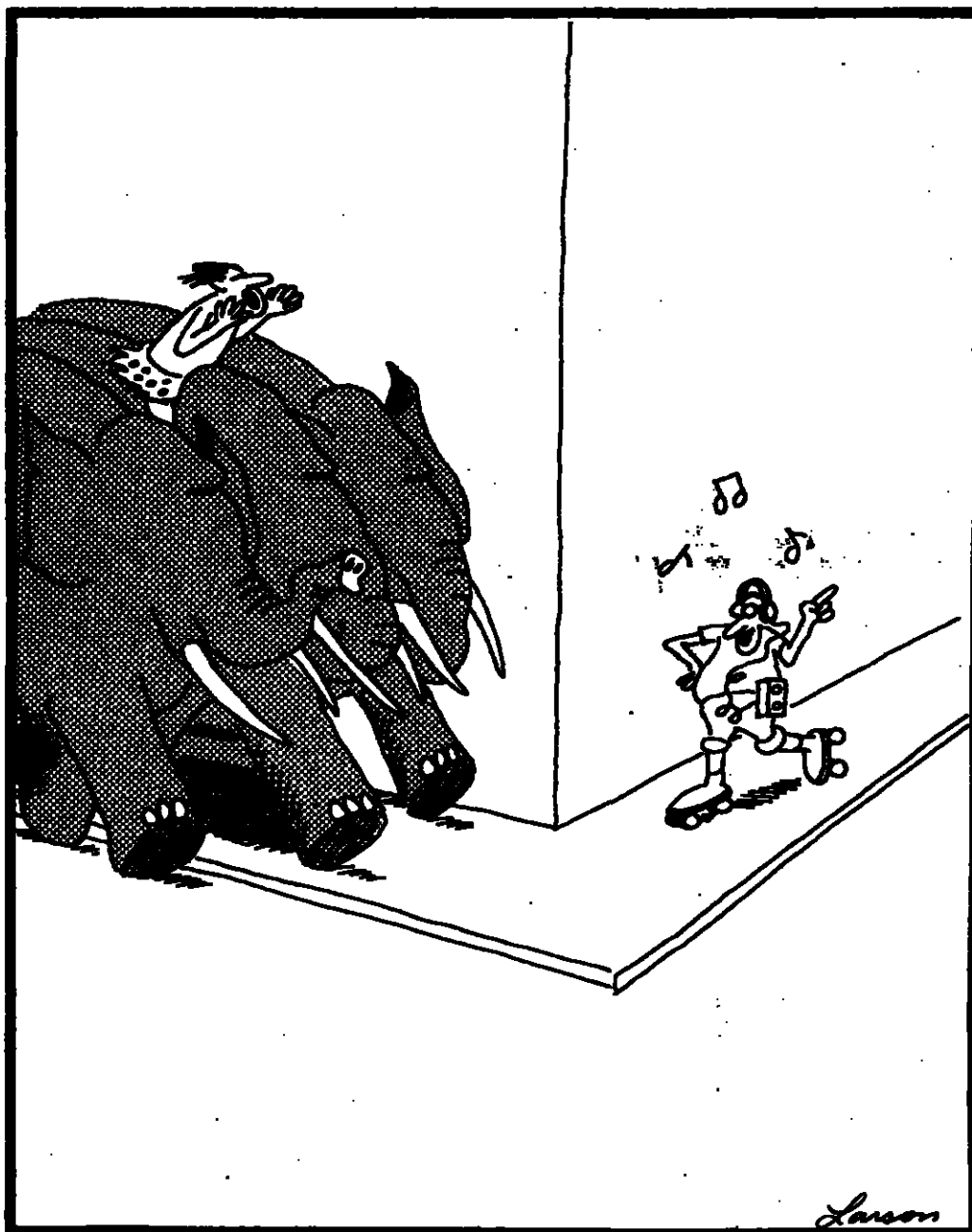
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Account Number

Account Name (s)

4 Signature of holder (s)

Date 19

NATIONAL SAVINGS
SECURITY HAS NEVER BEEN SO INTERESTING.

NEWS IN BRIEF

Supreme Court rules out Florida electoral plan

The US Supreme Court yesterday threw out a Florida redistricting plan that would have increased the number of Hispanic-dominated election districts for the state House of Representatives, AP reports from Washington.

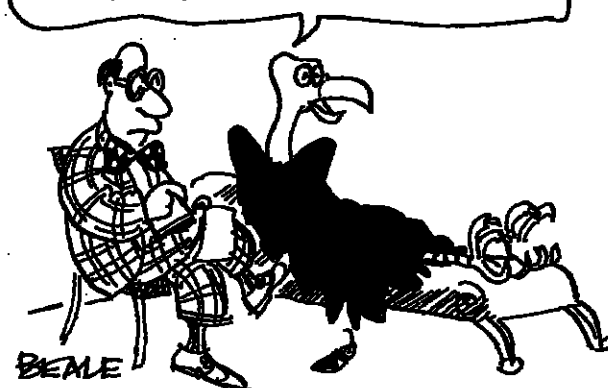
The justices said a lower court erred when it decided that Hispanic voters were disadvantaged under an earlier plan adopted by state lawmakers.

The court also ruled 5-4 in a separate case from Georgia that federal voting rights law does not require a county to expand its county commission, which consists of only one member, to give black residents a stronger voice.

The court rejected arguments that Blackley County's single-member commission illegally diluted black voting strength. Blacks make up 22 per cent of the county's population but have never been able to elect a black commissioner.

Both cases have been closely watched as an indicator of the Supreme Court's view of how much is required under the 1965 federal Voting Rights Act to give minorities a proper chance at the polls.

I CAN'T HELP IT - I STILL FEEL THREATENED



Bald eagle off endangered list

The American bald eagle, symbol of the US, is off the critical list after nearly reaching extinction three decades ago, writes Ken Warr from Washington. The US Fish and Wildlife Service yesterday proposed an upgrade in the bird's status from "endangered" to merely "threatened".

The number of bald eagles outside Alaska sank to a low of 417 pairs in 1963. However, last year, over 4,000 pairs were counted. Instrumental in the bird's recovery was the banning in 1973 of the pesticide DDT. The pesticide, in wide agricultural use in the 1950s and 1960s, built up in the food chain killing many wild birds.

Environmentalists hailed the recovery as a triumph for the 1973 Endangered Species Act, now before Congress for re-authorisation. However, opponents of renewal argue that the act imposes too many restrictions on owners of property where endangered species live, impeding development.

The change in status, likely to become final in 90 days, means the birds will continue to be monitored by federal law, but not on an individual basis.

Space station plan survives vote

The planned US space station survived a critical vote in the House of Representatives by a wide margin late on Wednesday, but the \$900m (£19.7bn) project may have to be trimmed back when it comes before the Senate, writes Jeremy Kahn.

After intensive lobbying by the administration, the full House voted 278-155 to defeat an amendment to kill the programme. Many feared killing the station would be a death blow for the National Aeronautics and Space Administration, which has been hard hit by congressional budget hawks in recent years. Opponents say the station is "too much money for too little science".

Redesigns 'do not destroy jobs'

The fashion for redesigning jobs to increase the efficiency of work processes has proved to be less of a job-killer than expected, a study of organisations in Europe and North America published yesterday shows, writes Christopher Lorenz. But it has also produced less striking improvements than was hoped in productivity, cost levels and timeliness.

The survey of more than 600 European and North American companies was carried out by CSC Index. It concludes that many companies are misapplying re-engineering by being under-ambitious, and by focusing too much on cost reduction, rather than revenue creation. Small doses only, Page 12

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'State takeover' of Venezuelan banks

By Joseph Mann in Caracas

The Venezuelan cabinet has approved a decree which effectively gives the government full, direct control over the country's troubled banking system.

This is the most recent measure taken by the five-month-old government of President Rafael Caldera to confront a crisis in the financial system first made public last January, when the country's second-largest bank, Banco Latino, failed. Earlier this month, the government closed down eight financial institutions that had been kept afloat by official financial assistance.

The decree calls for the establishment of an Emergency Financial Board with the power to order banks and other financial institutions to take any measures deemed necessary, remove and replace directors and executives, sus-

pend an institution's licence to operate, and take over any or all of the company's shares in the name of the government.

Among its powers, the board can order a healthy bank to "recycle" its deposits to banks that are in trouble. One local banker, who asked not to be identified, warned: "If this is not handled intelligently, it could mean the end of Venezuela's financial system."

The panel, chaired by the minister of finance, includes the president of the Central Bank of Venezuela, the president of the Bank Deposit Guarantees Fund (Fogade), and the Superintendent of Banks.

Earlier this week Mr Julio Sosa, the minister of finance, said: "I hope it will not be necessary to nationalise Venezuela's banks, but this cannot be dismissed. Everything depends on the financial system's performance."

However, as he announced

the new decree on Wednesday night, Mr Guillermo Alvarez Bujales, minister of information, said, "In fact, we can call it a state takeover."

At the same time, the finance minister asked the presidents of some of the country's largest banks to reduce their interest rates on loans by 15 percentage points as part of the government's anti-inflation programme. Rates on 30-day commercial loans are now at an annual 66-67 per cent, while rates on passbook savings and longer term deposits range from 10 to 56 per cent.

On Wednesday, the cabinet also approved a decree ordering the payment of a special bonus of \$30 (\$19.70) a month (equivalent) to workers earning up to \$235 per month. This means that both the government and private companies will be in effect obliged to provide a big wage rise to most employees starting on July 1.

Brazil's answer to inflation: get Real

Angus Foster on the biggest currency switch 'in the history of the planet'

From midnight last night, all bank accounts in Brazil were switched electronically from cruzeiro real to the Real (R\$), the new currency which the country's monetary masters hope will wipe out an inflation rate of 50 per cent a month.

"There has never been such a replacement of money in the history of the planet," said Mr Alcides Augustinho Callari, president of Bank of Brazil.

Preparations for the change-over have been under way for several weeks. Armoured cars, escorted by the army, have been delivering new currency to bank branches around the country and the central bank has started incinerating cruzeiro real notes - and is likely to do so for months.

The old currency will continue to be legal tender for two weeks, at a set exchange rate of R\$1-Cr\$2,750, while the \$3bn or so of outstanding notes and coins are swapped into Reals. It is not the first time Brazil

has changed its currency. The four previous occasions since 1986 involved simple changes of the unit's name or the slicing off of zeros. This time a completely new currency regime is being introduced.

The Real has been set at parity with the US dollar. A special interim accounting unit introduced in February, called the Unidade Real de Valor (Urv), also equal to the dollar, has helped prepare most wages and prices for the switch.

Salaries which were quoted in cruzeiro reals were switched to Urvs from April and, from today, will be switched from Urvs to Reals at a rate of 1:1.

Contracts covering everything from housing rents to school fees, which previously had to be corrected regularly to keep pace with inflation, are being transferred into Reals based on average prices over the last four months.

Shopkeepers were encouraged to use the Urv in preparation for the Real. But most

shop prices will be switched into the new currency from today. Supermarkets were closed yesterday while price labels were changed.

Despite a TV and pamphlet campaign and a telephone information service, the government is worried many people still do not understand the mechanics of the changeover.

The parity link with the US dollar will be maintained for an "indeterminate" time - probably until after presidential elections in October - through intervention in foreign exchange markets with the help of the country's near \$40bn in reserves.

The supply of the new currency will also be limited, to R\$9.5bn between now and April, a slightly higher limit than expected. But the central bank will have a 20 per cent cushion in the case of emergencies. There is concern that the targets could be shifted.

Dollar parity and issuance limits are likely to reduce

inflation at least for a few months, according to economists. And with the interest rate futures market for July indicating a nominal rate of about 7 per cent, some say inflation will fall to 2-3 per cent a month by August.

This price stabilisation could lead to a \$20bn "windfall" for consumers as their salaries' purchasing power remains stable. This has led to fears of a consumer boom and widespread shortages. As a result, real interest rates are likely to remain high for some months.

President Collor Franco is keen that interest rates fall quickly. However, Mr Pedro Malan, president of the central bank, said that if interest rates fell too quickly, money invested in government debt would flee to other assets, such as land and cars, leading to an "explosion of consumption".

President Franco is thought to have vetoed original plans to boost the autonomy of the central bank and strengthen

its role in the National Monetary Council, Brazil's chief financial authority, because of this dispute over interest rates.

State and federal banks, which rely on profits from inflation to pay for overvalued and often politically targeted loan policies, may face difficulties if inflation stays low. In an election year, the government is unlikely to close loss-making banks. Instead, the central bank may be told to provide short-term support, again placing in question the credibility of money supply targets.

Economists say the plan faces even more serious challenges in the medium term. Congress failed this year to revise the constitution, which places unreasonable spending demands on the government. "We have a combination of conditions to lead to stability in the next few months. To consolidate that over the long term is up to [the future] government," said finance minister Mr Rubens Ricuperon.

WORLD CUP

World crashes in on soccer's prodigal genius

Diego Maradona's spectacular tournament comeback has been obliterated by a positive drug test

The world's best-known soccer delinquent, Argentina's Diego Maradona, was booted out of the World Cup yesterday for taking a common - but banned - anti-asthma medication which is also a powerful stimulant. In a two-part drugs test, Maradona tested positive for ephedrine and was expelled from the tournament.

Immensely talented and super-rich, Maradona had clawed his way back to the pinnacle of international soccer at this World Cup following a career marked by wine, women, drugs and song - plus suspension for cocaine abuse.

Fifa, soccer's governing body, announced Maradona's suspension minutes after Argentina had withdrawn him from the competition anyway.

Maradona led Argentina to World Cup victory in 1986. This was his fourth appearance in the tournament - he should have made a World Cup record 22nd match appearance, against Bulgaria, late yesterday.

Julio Grondona, president of the Argentine Football Association (AFA), originally claimed that the incident might be a "minor issue," but blamed Maradona's private physician for allowing the star to use ephedrine during World Cup play.

Diagnostica Daniel Cerrini had prescribed the drug and was "very sorry because it was something

that was done unintentionally."

Ephedrine is a common nasal decongestant available over the counter in Maradona's home country. It is used to treat asthma, hay fever and allergies and acts on the body much like adrenaline, increasing blood pressure and heart rate.

It was ephedrine that caused American swimmer Rick DuMont to be stripped of a gold medal at the 1972 Olympic Games. DuMont said he was taking ephedrine only under a doctor's prescription for a long-standing asthma condition.

Maradona, in the midst of a spectacular World Cup comeback after cocaine almost blotted out his career, led Argentina to victories in their first two games of the present competition.

Late yesterday Argentina were playing Bulgaria in the last of their first-round matches at the Cotton Bowl, Dallas. They have already qualified for the next round.

This is not the first time the flamboyant Maradona has failed a drugs test. He was banned from international soccer for 15 months in 1991-93 by Fifa after testing positive for cocaine, following a game for Napoli of Italy in March 1991. The

next month he was arrested in Buenos Aires and charged with possession and use of drugs.

Scoffing of critics who said he was as "fat as a pig," Maradona shed 26lb and nursed himself back to health and fitness so as to join the present Argentine side. He had been making an impressive comeback when - yet again - he ran off the rails.

Sources close to Fifa said that he normally considered drug offences "on a case-by-case basis."

Fifa has declined to join a worldwide effort to standardise drug punishment in sport sponsored by the International Olympic Committee. The IOC's accord generally splits drugs into two groups - those such as caffeine, which can act as a stimulant if taken in large doses, and others such as anabolic steroids, taken only to enhance performance.

Argentina would remain in the World Cup, with or without Maradona, Grondona said.

Two players have been banned by Fifa for positive dope tests at previous World Cups: Ernest Jean-Joseph of Haiti, in 1974, and, four years later, Scotland winger Willie Johnston, who tested positive for an

illegal substance he used medicinally. He was sent home.

Simon Kuper adds: Prior to his latest troubles, Maradona had felt himself part of the best Argentine side he has played for - better, even, than the World Cup teams of 1986 and 1990. In 1986 Maradona more or less was Argentina. In 1990 their line-up was Maradona, Claudio Caniggia - and nine thugs.

"We've got the stuff that makes world champions," Maradona said of the present team. Napoli, Boca Juniors and Bolivar of Bolivia have been jostling to sign him.

The big question is why, at 33, after nearly a year out of soccer, Maradona bothered to turn up for his fourth World Cup. This is a man with nothing more to win - so full of cortisone injections that he could end up in a wheelchair and so rich that "my daughters will eat caviar every day for the rest of their lives."

He keeps going because he is not only rebellious but intensely competitive. He said that on the night Argentina scraped past Australia to qualify for this World Cup, he "wanted to be the last guy to leave the stadium. I wanted to turn off the lights and walk out with the last fan."

Maradona had talked of managing the Argentine side soon, but it was hard to see that working. Somehow he will have to find something else to keep him off the streets.

Standings

GROUP A

	P	W	D	L	GD	Pts
Romania	3	2	0	1	0	6
Switzerland	3	1	1	1	-1	4
USA	3	1	1	1	0	4
Colombia	3	1	0	2	-1	3

GROUP B

	P	W	D	L	GD	Pts
Brazil	3	2	1	0	+5	7
Sweden	3	1	2	0	+2	5
Russia	3	1	0	2	+1	3
Cameroon	3	0	1	2	-5	1

GROUP C

	P	W	D	L	GD	Pts
Germany	3	2	1	0	+2	7
Spain	3	1	2	0	+2	5
S.Korea	3	0	2	1	-1	2
Bolivia	3	0	1	2	-3	1

GROUP D

	P	W	D	L	GD	Pts
Argentina	2	2	0	0	+6	6
Nigeria	2	1	0	1	+2	3
Bulgaria	2	1	0	1	+1	3
Greece	2	0	0	2	-8	0

GROUP E

	P	W	D	L	GD	Pts
Mexico	3	1	1	1	0	4
Ireland	3	1	1	1	0	4
Italy	3	1	1	1	0	4
Norway	3	1	1	1	0	4

GROUP F

	P	W	D	L	GD	Pts
Holland	3	2	0	1	+1	6
Saudi Arabia	3	2	0	1	+1	6
Belgium	3	2	0	1	+1	6
Morocco	3	0	0	3	-3	0

Late games

GROUP D

Argentina vs Bulgaria	Dallas (12:30 am ET, BST)
Greece vs Nigeria	Boston (12:30 am ET, BST)

Second round programme

The World Cup's second round, with 16 teams still in, starts tomorrow. It is the first of four knock-out rounds culminating in the final in two weeks' time. The last slots in the second-round programme were dependent on late games yesterday in Group D.

July 2: Switzerland vs Spain (Washington, 9:30pm; all times British Summer Time).

July 2: Germany vs a 3rd-place finisher (Chicago, 6pm).

July 3: Romania vs a 3rd-place finisher (Los Angeles, 9:30pm).

July 3: Saudi Arabia vs Sweden (Dallas, 6pm).

July 4: Brazil vs United States (San Francisco, 8:30pm).

July 4: Holland vs Ireland (Orlando, 5pm).

July 5: Group D winners vs a 3rd-place finisher (Boston, 6pm).

July 5: Mexico vs Group D runners-up (New Jersey, 9:30pm).

Quarter-finals: weekend of July 9-10, in Boston, Dallas, New Jersey and San Francisco; semi-finals: Wednesday, July 13 (New Jersey and Los Angeles); final: Sunday, July 17 (Los Angeles).

An early bath for some patchy performers

Jurek Martin and Peter Berlin bid farewell to the first-round losers

Not all their spirits were blithe, but eight teams were saying farewell to the World Cup yesterday. Last night's matches determined whether Nigeria, Bulgaria or Russia would be the last to go, but here is a valediction to the seven who know there is no tomorrow.

South Korea proved again that there is something about the World Cup and teams from that tense and divided peninsula. They play their best against the best.

In 1986, the North, about whom nothing was known, put three fast goals past Eusebio's Portugal before succumbing. This year, the South, not much more of an open book, nearly pulled the trick in reverse against mighty Germany and had the brass nerve to score twice in the last six minutes to draw Spain.

They were as fit as any team here and faster than most. They made

chances but were wasteful, though four goals in three games is pretty close to the average.

Soccer is a coming sport in Asia, but only a small handful of its stars play outside Korea. Japan, with a professional league now flourishing, and South Korea are favourites to stage the 2002 World Cup.

Greece deserve a charitable veil drawn over their performance. Considered in advance the weakest team to come to America, they left with that opinion set in concrete. The easiest explanation is that all their players only play in Greek leagues, not Europe's strongest, and several are quite ancient.

But politics also come into it. This is appropriate for the historical home of democracy but less for soccer. Several players complained that their training was constantly

interrupted by the need to make public and political appearances with local Greek communities.

Being drawn to play Bulgaria was also not helpful; had Turkey qualified, it would have been worse.

Of Bolivia, participating after an interval of 44 years, little can be said, beyond noting that they scored a goal (against Spain) for the first time in World Cup history. There was some pretty football on display, especially against Germany, but more is needed if 44 more years are not to elapse.

Colombia have not enjoyed a great fortnight. Relations with the US are tense over the alleged narcotics connections of the new president. Far worse, the soccer team - Peto's pick to win it all, a team laden with talent, toughened by the experience of failure in Italy four

ago and no longer needing the erratic talents of René Higuita in goal - blew it.

The irony is that for long periods in their first match against Romania, Colombia lived up to their advance billing. They played dazzling attacking football and should have won comfortably. Part of the problem is that they played as if they knew that, too.

Cameroon's luck ran out in the US. All the familiar characteristics were there: opportunistic attacking, rough-edged defending, post-goal wiggles, rows over money. Though they were no longer an unknown quantity, they still came close to repeating an opening-match ambush, this time against Sweden. But once that match had ended in a draw the indomitable Lions were in trouble.

They finished their group games as they did in Italy: thrashed by a Russian team which had lost their first two games. Roger Milla became the oldest goal scorer in the World Cup finals, serving only to emphasise that this team are over the hill.

Morocco have been a contradiction: no points, two goals, beaten by the Saudis, yet one of the revelations of this World Cup. They ran the Belgians ragged, hitting the bar twice but were beaten by one goal-keeping error.

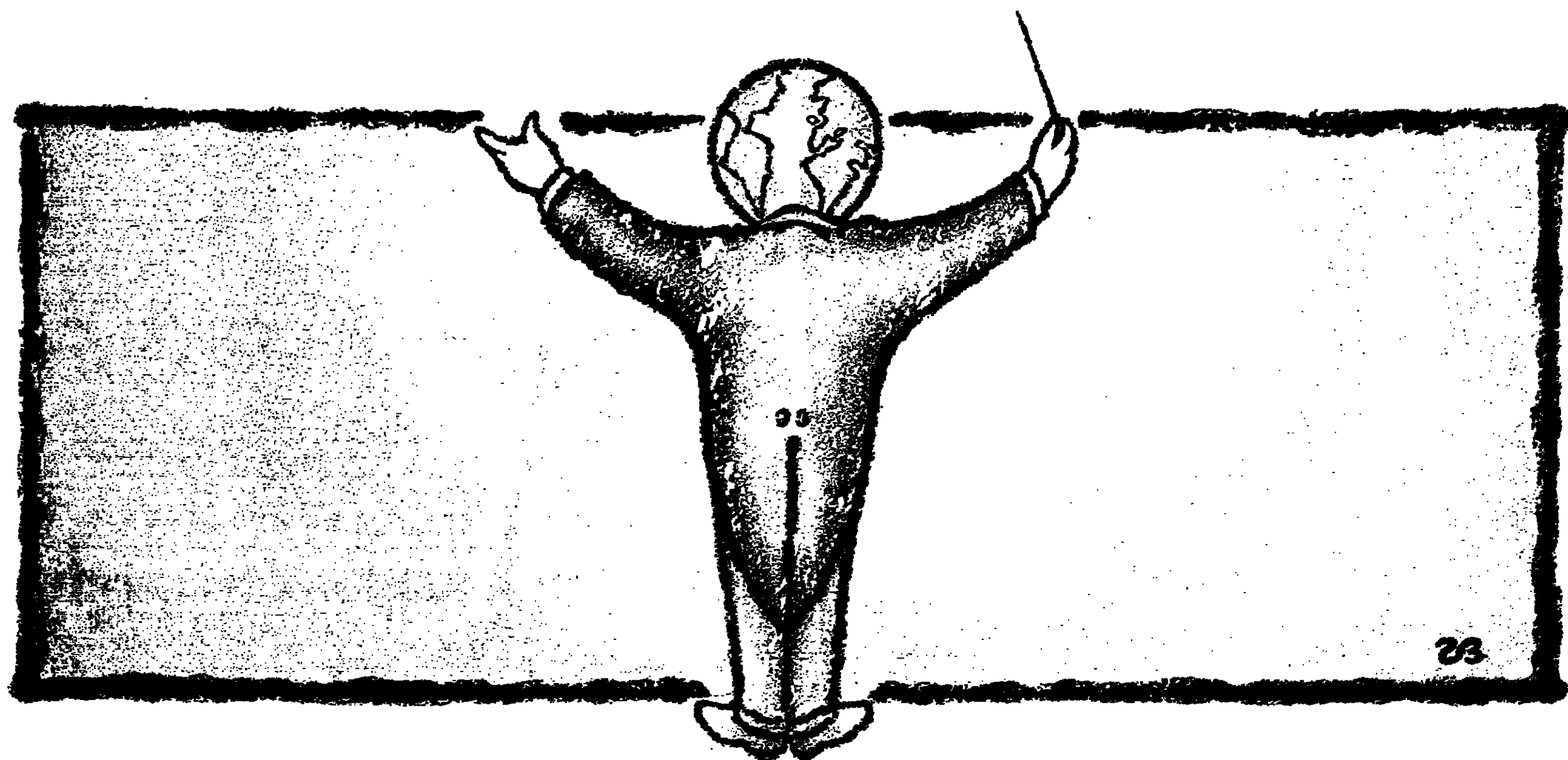
Against the surprising Saudis, the Moroccans again dazzled, again failed to turn attack into scores, again lost by one goal. They attacked with flair for spells against the Dutch and again lost by one goal.

The gap between the two Arab teams and the Belgians and Dutch

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NEWS: UK

Rationalisation a further blow to fibres industry

Du Pont to cut 1,200 jobs at European sites

By Paul Abraham

Du Pont, the world's largest nylon maker, yesterday announced it was cutting 1,200 jobs at its European nylon operations. The rationalisation is yet another blow to the European fibres industry which is suffering from poor demand and massive over-capacity.

Most job losses will be from former Imperial Chemical Industries facilities in the UK which Du Pont acquired last year.

The UK bore the brunt of a previous round of cuts by Du Pont in September last year when 800 lost their posts and a plant in Pontypool, South Wales, was closed.

Most of the job losses will be at Wilton, Teesside, where 520 posts will disappear. In addition, 100 jobs will go at both Gloucester in the west

country and Doncaster, Yorkshire. In Germany, 250 jobs are being cut at Oestringen, and 50 at Uentrop. In the Netherlands, 35 employees will be lost at Rozzumburg.

The European nylon industry is suffering from massive over-capacity and continuing weak demand. Mr Colin Purvis, director-general of the Brussels-based International Committee of Rayon and Synthetic Filament (ICRFS), said: "There has been some modest improvement in the textiles sector, but demand from the carpet and industrial sectors remain poor. Price erosion has stopped, but rises in the carpet and industrial markets have not been accepted."

Du Pont plans to close a plant at Wilton which manufactures adipic acid, a raw material for nylon, by early 1997. The company is setting up a joint venture with Rhône-

Poulenc of France, to expand an adipic acid facility at Chalamp, Alsace.

The group also plans to close the Wilton plant manufacturing HMD (hexamethylenediamine), the other main raw material for nylon. It will be supplied from other Du Pont facilities.

Mr Fred Higgs of the TGWU, which represents most of the UK workers scheduled to lose jobs, said the Teesside closure was "a cynical betrayal of more than 500 loyal workers who were promised, only a year ago, that their jobs were secure."

Mr Alan Titus, vice president and managing director of Du Pont Nylon Europe, said the cost of updating the Wilton facilities to acceptable standards was considerably more than closing the plants and setting up the Rhône-Poulenc joint-venture.

UK part of Euro-road extended

By Charles Batchelor, Transport Correspondent

The Department of Transport has added 17 new sections of road to the British part of a controversial Europe-wide network of roads intended to improve communications within the European Union.

Many of the roads in England, Wales and Scotland which have been added to the trans-European road network (Tern) form links with ports. The original Tern network was only agreed last October but prompted protests from some towns which felt they had been neglected and from other communities fearful that inclusion in the list would lead to an upgrading of local roads and large increases in traffic.

Mr John MacGregor, transport secretary, said the revised list had been drawn up following consultation with local highway authorities, freight transport groups and environmental organisations. The list will be put to the European commission and the council of ministers for approval.

The network consists of nationally and internationally important routes which the European Union wants to identify to prepare for future transport needs. Similar pan-European networks are planned in the fields of rail, water transport, telecommunications and energy.

The government and the European Union have said that inclusion in the Tern list does not mean that roads will necessarily be upgraded or that funds will be made available. But the European commission is keen to improve cross-border links since these have in the past been neglected by governments and it is looking at ways of raising finance.

Among roads to be added to the British Tern network are the M27 between Southampton and Portsmouth, the M62 and M58 between Liverpool and the M6, the A77 from Ayr to Stranraer and the A477 between St Clears and Pembroke Dock.

One deletion from the original list has been made: of the east-west route between Stansted airport and the M40 near Oxford.



The Royal Yacht Britannia pictured marking the centenary of Tower Bridge. A visit by Prince Charles was overshadowed by the repercussions of his ITV interview on Wednesday in which he admitted being unfaithful to his wife, said he could still be king if he sought a divorce, and questioned the nature of his future role as head of the Church of England. In the film Prince Charles also defended the role played in overseas trade promotion by Britannia, which is due to be scrapped in 1997 as part of defence cuts.

Army promises 'broken because of war in Bosnia'

By Bruce Clark, Defence Correspondent

Britain's forces have been so stretched by their engagement in former Yugoslavia that promises made on conditions of service for soldiers and sailors have been abandoned, according to a report published yesterday.

House of Commons Defence Committee report argues, two weeks before the expected announcement of wide-ranging cuts in defence spending, that even now, the armed forces are thinly spread.

In a view that has been expressed by all sides of the political spectrum the committee also questioned whether the Treasury was qualified to judge which forms of defence spending were dispensable.

The report pointedly reminds Mr Malcolm Rifkind, the defence secretary, of a comment made in the April gov-

ernment policy paper: "The possession of such a valuable and prestigious national asset as our armed services is not a luxury."

"This is a message which, it seems, is yet to be fully received by the Treasury," the committee says.

The report's harshest words were reserved for the capacity limits which had been shown up by Britain's involvement in former Yugoslavia: the deployment of 2,500 ground troops in central Bosnia and ships in the Adriatic.

It says guarantees to sailors about the proportion of their time they would spend overseas had been broken as result of the Adriatic operation.

The committee said it was "seriously disturbed" by the fact the Mr Rifkind had been forced to row back from earlier promises about the interval soldiers could expect between emergency tours in dangerous

places. The committee insisted that a 24-month interval should be regarded as a minimum period - as initially promised - and not an average interval as the defence secretary was now suggesting.

The government has said next month's defence cuts, designed to shave at least £750m from the annual defence budget, will have no effect on the armed forces' fighting ability because they will focus on trimming the cost of support services.

It has also pledged that any upgrading of European defence arrangements must avoid downgrading links with the US.

The committee urged the government not to pinch pennies by stretching the duration of weapon development programmes, and said any delay in plans to procure two new assault ships would be "deplorable".



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Where trees are chopped down to be used for construction, as in Panama and Pakistan, we supply other species that are fast-growing and easily replaced.

These tree nurseries are just part of the work we do with the people of the tropical forests.

WWF sponsors students from developing countries on an agroforestry course at UPAZ University in Costa Rica, where WWF provides technical advice on growing vegetable and grain crops.

Unless help is given, soil is exhausted very quickly by "slash and burn" farming methods.

New tracts of tropical forest would then have to be cleared every two or three years.

This unnecessary destruction can be prevented by combining modern techniques with traditional practices so that the same plot of land can be used to produce crops over and over again.

In La Planada, Colombia, our experimental farm demonstrates how these techniques can be used to grow a family's food on a small four hectare plot. (Instead of clearing the usual ten hectares of forest.)

WWF fieldworkers are now involved in over 100 tropical forest projects in 45 countries around the world.

The idea behind all of this work is that the use of natural resources should be sustainable.

WWF is calling for the rate of deforestation in the tropics to be halved by 1995, and for there to be no net deforestation by the end of the century.

Write to the Membership Officer at the address below to find out how you can help us ensure that this generation does not continue to steal nature's capital from the next. It could be with a donation, or, appropriately enough, a legacy.



WWF World Wide Fund For Nature

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Royal Mail set for privatisation

Government proposes selling 51% in 1996 before election, report Andrew Adonis and James Blitz

The government appears set to proceed with the privatisation of the Royal Mail in next year's parliamentary session.

Tory rank-and-file MPs gave a broad welcome to proposals for the sale of 51 per cent of Royal Mail contained in a policy paper published yesterday by Mr Michael Heseltine, secretary of state for trade and industry.

If enacted the legislation will lead to the largest privatisation since the sale last year of the government's remaining stake in British Telecommunications. The sale would be likely to take place in 1996, in the run-up to the next general election.

Mr Heseltine said the sale of a majority stake in the Royal Mail and Parcelforce, the Post Office's parcel delivery subsidiary, was the government's "strongly preferred option".

"To survive and prosper the business needs greater commercial freedom to seize new opportunities and to meet greater competitive challenges in the communications mar-

ket," Mr Heseltine explained.

Under Mr Heseltine's scheme - one of three included in the paper - the Post Office's communications division, which oversees its 20,000 post offices, would remain in public ownership as a separate entity.

There would be statutory guarantees for the continuation of nationwide deliveries and a single national tariff. An independent regulator would be responsible for overseeing the privatised Royal Mail.

In a bid to reassure the public and Tory MPs, Mr Heseltine carefully pitched partial privatisation between the other two options in the paper: continued state control and a 100 per cent sale. He said the first course offered Post Office managers insufficient commercial freedom, while the second might not reflect "the important role which Royal Mail plays in our national life."

The government's endorsement of the 51 per cent share

flotation was seen at Westminster as a victory for Mr Heseltine against Cabinet colleagues who had urged a more cautious approach.

At the same time, the proposals in the document appear to have been astutely designed to appease the small number of Tory backbenchers who fear that privatisation could undermine rural postal services and a cherished British institution.

One minister suggested yesterday that the government could now confidently announce a bill to privatise the Royal Mail and Parcelforce in the Queen's speech in November. The consultation period outlined in the paper is due to end in September, and work on outline legislation is already well underway.

However, some Tory backbenchers continue to express

doubts about the government's plans.

Ms Anne Winterton, Tory MP, remained concerned that the government's stake in the Royal Mail would not be guaranteed in the long term. "It is not Mr Heseltine's intention to sell off the remainder of the shares, why doesn't he just come out and say so?"

Mr Michael Heron, chairman of the Post Office, gave strong support to the partial privatisation option. However, the Labour party and the 160,000-strong Union of Communications Workers, pledged opposition.

Mr Robin Cook, Labour's trade and industry spokesman, said: "As a private business the Post Office would focus not on how it could serve the public but on how it could make money."

Editorial comment, Pg 19

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Blow for Telegraph as stockbroker quits

By Tony Jackson, Norma Cohen and Jimmy Burns

Mr Conrad Black's Telegraph newspaper group received a blow to its prestige yesterday as Cazenove, one of London's most respected stockbrokers, resigned as broker to the company.

While no reason was given, it is understood that the move was related to last month's sale of £78m of Telegraph shares by Mr Black's private company. Last week the Telegraph slashed its cover price, causing the shares to fall by more than a third.

It was also announced yesterday that the Office of Fair Trading is to make enquiries into the newspaper price war being waged between the Telegraph and the Times, owned by Mr Rupert Murdoch.

The OFT said it expected its director-general, Sir Bryan Carsberg, to spend most of

July looking at the issue before deciding whether formal action is required.

Cazenove's decision was taken after detailed discussions with the Telegraph, after which both sides said they decided this was an "appropriate time" to part. A senior Cazenove official said this was the first time Cazenove had voluntarily resigned as stockbroker to a company in recent memory. Telegraph shares fell 15p yesterday to 384p.

A Telegraph spokeswoman expressed regret at Cazenove's decision. "We are obviously sad that they felt they had to make that move in response to their own business pressures," she said. The Telegraph is to remain with its other broker, Panmure Gordon, which was not involved in last month's share sale nor in Telegraph's initial flotation.

Cazenove became corporate adviser to the Telegraph in

1985, when Mr Black first acquired his stake, and stockbrokers on its flotation in 1992. Cazenove declined any comment on its decision.

The Times first cut its price in September of last year. The Telegraph annual report, signed off on March 24, said "at the end of 1993, it was clear that brand strength and editorial quality were winning against price discounting."

The Telegraph's first quarter report issued one week before the share sale referred to "a good start to 1994". Since announcing the price cut Mr Black has said it could cost £40m in revenues which would be offset in part by tax and cost savings.

One leading institutional fund manager who had declined the offer of shares last month said "no serious analyst of the media industry could fail to see there is a newspaper price war going on."

Eurotunnel surprise at Eurostar

By John Riddling in Paris and Charles Batchelor

Eurotunnel, which owns and operates the Channel tunnel, said yesterday that the announcement of delays to the start of Eurostar train services had come as a surprise and that it might seek compensation for any loss of revenues.

The British, French and Belgian railways revealed on Wednesday that their long-distance passenger services between London, Paris and Brussels, originally due to begin in July, would not start until September at the earliest.

The extra delay has been caused by the complexity of the commissioning programme of the £24m trains which have been designed to operate on three electrical power systems and four signalling systems, the railways said.

"We were taken totally by surprise", Mr Georges-Christian Chazot, managing director, told a shareholders' meeting in Paris. Mr André Bénard, the outgoing co-chairman, said that it was difficult to estimate the costs arising from the delay to Eurostar services. "But I assure you that we will not be giving anyone any presents", he said, referring to possible compensation.

According to Eurotunnel, the reasons for the delay to the Eurostar services were not related to the Channel Tunnel and appeared to be caused by the rolling stock. As far as it was concerned, Eurotunnel said, certification for Eurostar services was still scheduled for July. A spokesman for Eurotunnel said that the contract between the rail operators and itself allowed for penalty payments if the tunnel was ready but the Eurostar services was not available. The launch of Le Shuttle services will not be affected by the Eurostar delay, the company said.

Court setback for Outhwaite group of Lloyd's Names

By Richard Lapper

The Appeal Court in London yesterday ruled that a group of 500 Lloyd's Names were too late to begin legal action to recover insurance losses, overturning a judgment made last year by the High Court.

The Names, individuals whose assets have traditionally supported the market, were all members of Outhwaite syndicate 317/661 in the 1982 year of account and alleged breach of duty by their agents.

They did not participate in a successful earlier action by fellow Names on the syndicate which resulted in a £118m out-of-court settlement in February 1992.

The ruling is a setback for Names, but has no impact on other cases currently before the courts.

The biggest action, by 3,095

Gooda Walker Names, began in April and another large case by some 2,000 Feltrim Names is scheduled to begin later this year.

Last year Mr Justice Saville ruled that the Names could take action against RHM Outhwaite (Underwriting Agencies), which managed syndicate 317/661, and approximately 80 members' agents.

Yesterday, however, the court of appeal ruled by two to one that the claim was time-barred.

The Names had attempted to rely on a provision of the Limitation Act of 1980 by alleging that the defendants had deliberately concealed their own breaches of duty, thereby denying the Names of the knowledge of their right to sue.

The Names will appeal against the decision to the House of Lords.

Freight ferry gap to Netherlands filled

By Ian Hamilton Fazey, Northern Correspondent

Mersey Docks and Harbour Company is to plug the gap left in its Medway freight services to the Netherlands - closed by Olau Line after a crewing dispute in April.

The route contributed about 10 per cent of Medway's turnover when Mersey Docks took over the south-east port, at the mouth of the Thames, last year.

Mersey Docks will launch its own freight company next Friday to operate between Sheerness and Vlissingen using a chartered ship. A sister vessel will join the service as soon as possible to provide two sailings

in each direction each day. The company, Ferrylink Freight Services, will be run by Mr Bill Moses, former assistant general manager of Olau Line and before that route director of Stena Sealink and managing director of Hoverspeed.

The service will compete with short Channel crossings and the Channel Tunnel by offering lorry drivers more than eight hours' rest to comply with tachograph regulations on driving hours.

The longer sea route is also 210 road miles shorter than Dover-Calais for travel between south-east England, Belgium, the Netherlands, northern Germany and Scandinavia.

Britain in brief



Invisible deficits seen with EU

The UK runs large invisible trade deficits with the rest of the European Union and the European Free Trade Association, but these are offset by big surpluses elsewhere in the world, according to figures published by the Central Statistical Office yesterday.

The CSO's first ever country-by-country breakdown of Britain's invisible trade, covering services, investment income and transfers, showed the UK ran a deficit of £3.94bn with the rest of the EU in 1992 and one of £3.22bn with EFTA countries that year.

But surpluses elsewhere produced a positive balance of £4.79bn on the UK's global invisible trade account.

The UK had invisible surpluses of £4.39bn with Japan, £2.26bn with the US and £1.59bn with Australasia. Inside the EU, the UK ran a £4bn surplus with Italy, but deficits of £1.86bn with the Netherlands, £1.26bn with Germany and £1.18bn with Spain. It also paid a net £2.69bn to EU institutions.

Mr Howard Davies, director general of the employers' organisation, said Europe needed an internal energy market which gave businesses the freedom to shop around.

Some of the largest users were companies in industries such as chemicals and steel which were competing in tough international markets where energy costs have a strong bearing on commercial success, he said. Mr Davies was speaking as the CBI launched a paper intended to influence the green paper being prepared by the European Commission for later this year.

international competitiveness

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Failures fall in recovery

The number of companies falling during the first half of the year fell by 15 per cent compared with the first six months of last year, Dun & Bradstreet, the business information group, said. There were 21,887 businesses in England and Wales entering liquidation or receivership which did not lead to the rescue of the company during the period. The figure was 25,833 in the first half of 1993.

Mr Philip Mellor, senior analyst, said the decline in failures was returning to levels last seen at the outset of the recession, and predicted that business failures for the full year would be about 18 per cent below the level for 1993.

Purchasing index at 61%

The UK manufacturing sector is growing strongly, but at the cost of creating some supply bottlenecks and price pressures, according to figures published by the Chartered Institute of Purchasing and

Supply yesterday

The purchasing managers index rose to 61.4 per cent in June, the highest level recorded since the figures were first published in 1991. The CIPS constructs the index from a number of components such as new orders and employment; a figure above 50 per cent indicates that activity has grown since the last month, one below 50 per cent indicates a fall.

Loan aid for last tin mine

The government said last night it had agreed to waive repayment of £24.4m in loans outstanding to Carnon Holdings, Cornwall's last tin mining company, in a bid to help the company to continue its operations.

Mr Michael Heseltine, trade and industry secretary, said in a parliamentary written answer that the low price of tin meant there was no longer any realistic prospect of repayment.

He said the conditional waiver was "intended to permit Carnon the opportunity to raise fresh funding to continue its operations."

The decision was not intended, however, to "imply any comment on or endorsement of the company's financial standing or position."

Cars balance recycling

Recycling aluminium cans and glass bottles can save energy and help the environment provided people do not make too many trips in their cars to the bottle bank, according to a report yesterday.

However recycling is ranked low for its energy saving potential in a list of household energy efficiency measures

identified by the report

The report was commissioned by Nuclear Electric, the generator, from the Centre for Social and Economic Research on the Global Environment at University College, London. Under the climate change convention agreed at the 1992 Rio Summit, the UK has agreed to cut carbon dioxide emissions by 10m tonnes a year.

Legal move on tall ships opera

Merseyside Development Corporation, a government agency, faces the prospect of legal action by creditors over the financially disastrous opera concert organised to celebrate the visit of the Columbus Grand Regatta tall ships to Liverpool and Birkenhead in 1992. The concert was attended by King Juan Carlos and Queen Sofia of Spain as patrons.

Only about £10,000 of assets remain in Carroll Promotions, the failed company set up with a share capital of £2 by Mr Brendan Carroll, the corporation's public relations consultant, to run the concert.

But the liquidators told creditors a winding-up order would not be sought until the House of Commons Public Accounts Committee has published its report.

CrossRail project dead

The £2bn CrossRail plan for an east-west London railway link is dead, despite an attempt by hundreds of MPs of all parties to revive a private bill authorising the project.

The project was backed by Mr John MacGregor, transport secretary. But two of the four MPs on the committee say they will continue to oppose the

scheme. A third is also thought unlikely to change his mind.

Credit demand stays strong

Demand for consumer credit remained strong in May, despite the impact of tax increases, according to figures released today by Infolink, the credit information organisation.

It measures the number of consumer credit inquiries from finance houses and from companies offering retail, home and car loans.

The number of inquiries in May 1994 in the retail sector was 9.8 per cent higher than in May 1993, down from the 10.7 per cent annual increase shown in April. However, in the home loans field, inquiries were up 8.3 per cent over May 1993, compared with a 7.5 per cent annual rise in April.

Merger call on financial crime

The Serious Fraud Office and the Fraud Investigation Group of the Crown Prosecution Service should be merged to improve the effectiveness of the fight against financial crime, a government inquiry ordered by Sir Nicholas Lyell QC, the attorney-general, concluded yesterday.

The report by Mr John Graham, a senior Treasury civil servant, makes no recommendation about whether the merged body should be controlled by the CPS or effectively be an enlarged SFO.

However, it does propose extending the SFO's "Section 2" powers to the police. Currently the powers, which remove the right to silence and compel witnesses to answer questions, can be used only by the SFO's lawyers and accountants.

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Taxman on the move

Tim Dickson on changes in UK staff relocation prompted by new tax rules

Not every company necessarily followed the notorious example of a chemicals multinational that once picked up the vet and tranquiliser fees for a traumatised pet. But at least the important things in life - golf club entrance fees near the new place of work, for example - were routinely reimbursed.

The golden age of staff relocation, however, came to an end in Britain with dramatic suddenness 18 months ago. The reason was not so much the adverse economic climate - though that has certainly played its part - as the impact of tough new tax measures announced in the March 1993 Budget, which became effective on April 6 last year.

Described by Sue Shortland, manager of the Confederation of British Industry's Employee Relocation Council, as "the greatest change in the tax treatment of relocation expenses for over 40 years", the new regime imposes a cap of £2,000 on items deemed eligible for relief and a time limit by which costs have to be incurred to qualify.

It also lays down stringent Inland Revenue reporting rules requiring companies to keep track of their payments.

Eligible expenses include the cost of transporting the belongings of employees and their families to a new residence, the normal costs of buying and selling a home, and house hunting and familiarisation trips for employee and family.

Expenses and benefits that could be claimed tax-free under the old rules but which are debared for tax-relief under the new rules include any loss on the sale of an old residence, the initial cleaning costs of a new property, and help with the additional costs of moving to a more expensive area.

Almost overnight, employers found themselves with tax inefficient relocation packages and an unpalatable range of choices: meet their employees' new tax liabilities in full by "grossing up" any expenses over the £2,000 ceiling - an option that could mean a 50 per cent increase in the cost of a typical relocation package; ensure that no tax problem arose by cutting the benefits offered - easier said than done when a domestic move typically costs £20,000 to £25,000; or force employees to meet the new liability themselves in part or in full - hardly the most popular or enlightened approach.

First indications of the strategies being adopted by British companies



ROGER REEVE

were disclosed on Tuesday when the CBI and the accounting firm Ernst and Young published the results of an exhaustive survey* of almost 600 businesses.

The message from the research is that while employers are not cutting back on relocation activity as such, a growing number are seeking - and finding - ways to contain and offset the additional expenses.

The main trends identified by the survey were:

- A preference for grossing up. Before the 1993 Finance Act most companies operated policies within the Inland Revenue's then generous guidelines. Of the 152 respondents who indicated a change in their thinking, a majority (57 per cent) were planning to pay tax on their employees' behalf, a tenth were making employees meet their own tax liability, a tenth were introducing a selective policy, and another 10 per cent were capping relocation expenses at £2,000.

Some employers have evidently adopted a compromise by grossing

up direct costs and items that they genuinely feel should be tax-refundable (such as school uniforms) but leaving the tax on other items such as golf club subscriptions and carpets to the employees themselves.

Others are keeping their cards close to their chests. The subsidiary of a UK food and drink company said it will "probably" gross up - but it has no plans to tell employees this. "We do not want people to spend money knowing that the company will bear all the costs," said a respondent to the survey.

● A new enthusiasm for outright house purchase schemes, as distinct from schemes where employers guarantee a minimum price for the property. Under the new tax rules the acquisition and disposal costs of employees' properties purchased outright by the employer (or a relocation company) fall outside the £2,000 limit. The tax position regarding gains returned to the employee had been unclear, but in April it was confirmed that these can now be handed back without

penalty provided the house contract is worded correctly.

● A tendency to withdraw or reduce the so-called "additional housing allowance". This allowance no longer attracts tax relief but has traditionally been paid to employees moving from low housing cost areas to areas where prices are high.

The survey highlighted ways in which companies are now restricting the allowance - cutting back the number of years it is paid, setting minimum house price differentials (for example, 10 per cent) which have to be triggered before employees qualify for the extra money.

● More temporary accommodation reviews. Costs have been controlled by the introduction of overall spending and time limits. "Employees do not need the cheapest hotel in town - they can make do with something that is clean and comfortable," was one comment made in the survey.

● A greater use by companies of external advisers (particularly in areas connected with property), though a degree of scepticism remains.

● The introduction of more efficient purchase indices for UK expatriates going abroad. The number of companies indicating changes in their international relocation policies was very small, but the survey revealed that one-third of companies pay for transportation of pets.

● A widespread lack of sound reporting procedures. Almost half the respondents either had no system or had an inadequate method for tracking and reporting their relocation expenses as required by the 1993 Finance Act.

According to Michael Kalitz, partner at Ernst & Young, employers face a penalty of £2,000 for each incorrect submission.

Many companies, it seems, are still reviewing their policies, as presentations this week at a CBI conference by an international oil company and an international pharmaceuticals company underlined. Both are awaiting board approval for proposed changes designed to address the new tax rules and - in one case at least - likely to reduce costs substantially.

*Copies of the survey summary, *Business on the Move*, are available from the CBI Employee Relocation Council, Centre Point, 102 New Oxford Street, London WC1A 1PL. Price £20 for members and £50 for non-members.

CHRISTOPHER LORENZ

Re-engineering in small doses only



Like powerful new drugs, fresh management concepts and techniques have a nasty habit of being lapped up by gullible and voracious consumers, who often misunderstand, misapply and abuse them.

In the 1970s this happened with the Boston Consulting Group's (in)famous "cash cow" portfolio planning matrix. Over-zealous use of it led many companies to dump or neglect perfectly sound businesses, and to diversify dangerously into others. An embarrassed BCG had to re-educate many clients, as well as its own publicity machine.

In the late 1980s the malady hit total quality management: careless consultancy selling of it, plus inept client application, led many companies to ignore some of its basic principles, notably customer-focus and lack of bureaucracy. Painful experience taught them a salutary lesson, but in the process TQM got an unjustifiably bad name in some quarters.

Now the same plague is infecting business process re-engineering. Barely a year ago it was being promoted as a clear concept, with two specific interpretations.

The first was the redesign-from-scratch of broad, competitively "core" business processes, such as product development and order fulfilment, in order to span previously separate departments (or "functions"). As a result, companies were told, they could cut time and cost enormously, and also boost their revenues.

The second interpretation was more far-reaching and, as yet, futuristic: the reconfiguring of entire organisation structures on to a "horizontal" process basis.

Now the concept, or at least the term, is being misapplied to all sorts of other changes, lesser as well as greater. Like a patient taking only a fraction of the prescribed dosage, far too many organisations are "re-engineering" narrow, isolated parts of secondary processes within individual departments, and are then losing heart, complaining that the results are too meagre. In reality,

they are not re-engineering at all, merely improving their standard activities.

At the other extreme, a few consultancies are attempting to extend the meaning of re-engineering from the "hard" aspects of organisational change - structures and processes - to territory hitherto occupied by experts in the "softer" aspects of change and transformation, notably managerial behaviour, attitudes and "culture".

Like a doctor trying to extend specialist knowledge to related areas of medicine, this is an understandable strategy for an ambitious consultancy to adopt. But it risks stretching its expertise too thin, and creating even more confusion among the already bewildered business public.

Evidence of just how far things are going awry, for all but the small minority of organisations

- are still competitive. As a result, processes that should be dropped are being re-engineered, often at great pain and cost, while opportunities to use fresh ones for the creation of new businesses are being missed.

Far too few companies are focusing on revenue growth; most are obsessed with cost - and staff-reduction.

● Not enough top and senior managers are sustaining - and demonstrating continually - their professional commitment to re-engineering programmes. Running such projects is very tricky, and cannot be assigned wholly to lower levels.

● Index argues correctly that re-engineering works best in organisations where employees really trust their managers, make many of their own decisions, believe they are paid for performance, operate well in teams, share information freely, and take risks.

But such nirvanas are rare. The degree of change required to create them is so considerable that it is unrealistic for the consultancy to say merely that cultural change must start early in a re-engineering initiative. It must often precede it by several years, as it did in Champy and Hammer's original company "models".

● This qualifies Index's frequent claim that "real re-engineering requires what it calls 'big change fast' to achieve big results fast".

In the narrower of the two original definitions of re-engineering - the redesign of processes - this is probably true, especially in situations where opposition can only be overcome through a crash programme. But this is not the way to win people's hearts and minds. In the wider sense of complete organisational transformation, "big change fast" tends to be a contradiction in terms.

As Index concludes, re-engineering needs to be applied much more judiciously than at present. For that to happen, managers and consultants alike must be clear-headed about the nature of this potentially potent medicine.

*Free summary from 071 344 7570 (fax).

There is a risk of creating even more confusion among the already bewildered business public

applying the principle properly, came yesterday from probably the largest survey yet conducted into the "state of re-engineering" in both Europe and North America.

Covering 600 companies in a wide range of industries, the study was conducted by CSC Index, the management consultancy whose chairman, James Champy, helped create the current frenzy in collaboration with Michael Hammer.

The survey reveals a string of problems. CSC Index's advice about how to deal with them is helpful for the most part, but not entirely consistent. Nor is every aspect of its own subtle but significant shift of emphasis from process re-engineering to fully-fledged corporate transformation.

In essence, the main problem areas are:

- Poverty of ambition. Too few organisations are proceeding their re-engineering of processes with a hard look at whether they are doing business - and even their corporate and business strategies

BUSINESSES FOR SALE

REPEAT PUBLIC CALL FOR TENDERS FOR THE SALE OF THE ASSETS OF THE COMPANY UNDER THE TITLE "ALTIS TOURISM AND TRADE CENTRE S.A."

The Societe Anonyme under the title "ASTIKA AKINITA A.E." with head offices in Athens (43 Panepistimiou street, Athens 105 64) lawfully represented under its capacity of special liquidator by virtue of resolution No. 357/31.3.1994 of the Patras Court of Appeal, of the limited liability company "ALTIS TOURISM AND TRADE CENTRE S.A."

ANNOUNCEMENTS

A repeat public call for tenders with sealed, binding offers, for the sale of the total assets of the enterprise under special liquidation by virtue of article 46a, I, 1892/1990, of which the content is the exploitation of the hotel "ALTIS" of the Societe Anonyme under the title "ALTIS TOURISM AND TRADE CENTRE S.A."

ACTIVITIES AND BRIEF DESCRIPTION OF THE COMPANY

The company was founded on 18.10.1983 with the objective of exploiting tourism and trade centres in Ancient Olympia and other Greek cities and exercises a hotel enterprise in Ancient Olympia, Prefecture of Ila, Greece.

The assets of the company to be sold are described in detail in the offer memorandum and consist of one (1) hotel complex, fully equipped, located in Ancient Olympia, Prefecture of Ila, Western Peloponnese, on the regional road Pyrgos-Tripoli, at the edge of the city near the Archeological Site and opposite the OTE (State Telephone Company) building and the Town Hall, under the title "ALTIS".

It is a B Class hotel with a capacity of 61 rooms and 116 beds. It is erected on a site with a total area of 1,618.65 sq.m. which occupies the entire building block (BB 32) and it consists of a basement (1,160.26 sq.m.), a ground floor (1,145.26 sq.m.), a first storey (1,116.72 sq.m.), a second storey (956.88 sq.m.) and a terrace (37.70 sq.m.) plus the electromechanical installations required for the operational needs of the tourism unit and its security such as air conditioning, fire protection, kitchen installations, laundry, confectionery shop, restaurant, telephone centre, etc.

INVITES

any interested party to receive, in the event they have not already received, the offer memorandum, and submit a sealed, binding offer, accompanied by a letter of guarantee by a Bank operating lawfully in Greece.

TERMS OF THE CALL FOR TENDERS

1. The public call for tenders will be carried out according to the provisions of article 46a, I, 1892/1990 which was added to the law by virtue of the provision of article 14, I, 2000/91, the terms included in the present call for tenders and the terms of the offer memorandum, which interested parties may obtain after submitting a pledge of confidentiality in writing.

2. In order to participate in the call for tenders, interested parties are invited to deliver a sealed, binding offer, in writing, by 14.00 on Tuesday, July 26 1994 to the Olympia notary public Mr.

Chris Lambropoulos, 260 70 Pelopion, Ila. Tel. no. (0624) 31424.

3. Each offer will be accompanied by a letter of guarantee issued by a Bank operating legally in Greece, with the contents described in the offer memorandum and amounting to the sum of fifty million (50,000,000) drachmas.

4. The offers and the letter of guarantee must be delivered in a sealed, opaque envelope.

5. The offer must mention clearly the amount offered for the purchase of the total assets of the company under liquidation and must not contain any terms, options or vague phrases which might create uncertainty as to the manner of payment of the sum being offered or other matters related to the sale.

6. The delivery of the offers will be made by the interested party in person, or by his authorized representative.

7. Overdue offers will not be accepted and will not be considered. The binding nature of the offers will apply until the award of the sale.

8. The assets of the company and all the elements of which they consist, such as real estate, moveable objects, name, claims, title and abbreviated title, rights, etc. will be sold and transferred "as and where they are" i.e. in their real and legal condition and at the place where they are located on the date of signing the contract of sale.

9. The liquidating company and the creditors representing 51% of total claims against the company (para. 1, article 46a, I, 1892/1990 as it currently applies) are not liable for any legal or real defects or the lack of any attributes of the objects and rights being sold, nor are they liable for any omissions or inaccuracies contained in the offer memorandum and any correspondence.

10. Interested potential purchasers are obligated, under their own supervision, and by their own means, expenses and personnel, to investigate and acquire a personal perception of the objects being sold, and to mention in their offer that they are fully informed as to the real and legal condition of the assets under sale.

11. The liquidator and the creditors mentioned in para. 9 above, are entitled, according to their own judgement, to reject offers containing terms and options, regardless of whether they are superior to other offers as regards the amount being offered.

12. In the event that the party to which the assets under sale are awarded, violates its obligation to come forward and sign the contract within ten (10) days from the relevant invitation by the liquidator and observe the obligations arising from the present announcement, the letter of guarantee amounting to fifty million drachmas (50,000,000) is declared forfeited in its entirety in favour of the liquidating company "ASTIKA AKINITA A.E.", towards covering all its expenses of any type and its services, as also any direct or indirect damages, without the necessity of proving specific damage, and as a penal clause in favour of that company, deemed as having been submitted with the offer, so that it can be collected from the Bank issuing the guarantee. The letters of guarantee submitted for participating in the tender

will be returned to all other participants following the evaluation report of the liquidator and the creditors mentioned in para. 9 above, and to the successful bidder, to whom the sale will be awarded, following the payment of the amount agreed and the drafting of the payment order.

13. The seals of the offers will be broken by the notary public mentioned above, at his office, at 13.00 on Wednesday, July 27, 1994.

14. The successful bidder will be the party whose offer will be judged by the liquidator and approved by the creditors mentioned in para. 9 of the present, as being the most advantageous for the company's creditors.

15. The liquidator will notify the successful bidder in writing of his obligation to come forward to the place and at the time determined in the notification, for signing the contract transferring the assets, according to the terms of the offer and any improved terms that may be indicated by the creditors and agreed with the highest bidder.

16. The signing of the transfer contract stands as a final assignment according to article 1003 of the Code of Civil Procedure whereas the amount to be paid to the liquidator by the highest bidder stands as a bidding payment according to article 1004 of the Code of Civil Procedure.

17. All expenses and costs arising from participation in the tender and transfer (tax, stamp duty, notary public's fees, registrar of mortgages, announcements, etc) will burden exclusively the interested potential purchasers and the highest bidder respectively.

18. In the event of part of the purchase price being on credit, the highest bidder will be obligated to provide any guarantee that may be requested by the liquidator according to his own exclusive judgement, and will be burdened with all related expenses, costs and fees required for the formation of such guarantees and their termination.

19. The liquidator and the creditors will not bear any responsibility or liability against those who will participate in the tender as regards the evaluation of the offers, their recommendation of the successful bidder, the decision for the repudiation or cancellation of the tender and any other decision relevant to the procedure and realization of the tender.

20. The submission of the binding offer does not create a right of awarding the assignment for the sale. In general, all parties participating in the tender do not acquire any right or claim arising from the present announcement and their participation in the tender against the liquidator or the creditors for any cause or reason.

21. The present announcement has been drafted in the Greek language and translated in the English language. In every instance however, the Greek text will prevail. Interested parties may collect offer memorandums and receive other information from Mr. George Pomeroy and Mr. Christos S. Agathopoulos, 43 Panepistimiou Street, Athens 10564. Telephone nos.: 326.6113 and 326.6111 Fax no: 326.6118.

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COMPANHIA PARANAENSE DE ENERGIA-COPEL, announces that the deadline for presentation of qualification documents and bids for the D-03 international tender has been postponed to August 18th, 1994, at 03pm in the conference room of the Superintendencia de Obras de Ceração, at Rua Voluntários da Pátria, 233, 5th floor. The other conditions of the Offering Circular remain unaltered.

Eng. - JOÃO CARLOS CASCAES
Director President

GOVERNO DO ESTADO DO PARANÁ

APPOINTMENTS

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Leading international investment group requires senior matched book trader with significant repo experience to manage its London operation. Preferably experience to include managing a repo desk. Requisite knowledge includes trading of short maturity US dollar securities. The successful candidate, aged mid 30's, educated to degree standard, will have minimum 3 years' relevant US securities markets experience with major financial institutions, have developed a broad US client base and have established US contacts. Salary negotiable.

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Redemption Notice



European Investment Bank

13% Bonds Due 1996

NOTICE IS HEREBY GIVEN, pursuant to the Fiscal Agency Agreement dated as of August 31, 1984 under which the above described Bonds were issued, that European Investment Bank has called for redemption on August 31, 1994 \$25,000,000 principal amount of said Bonds at the redemption price of 100% of the principal amount thereof, together with accrued interest to August 31, 1994. The serial numbers of the Bonds selected for redemption are as follows:

COUPON BONDS

(All in \$1,000 Denomination)

1550	1551	1552	1553	1554	1555	1556	1557	1558	1559	1560	1561	1562	1563	1564	1565	1566	1567	1568	1569	1570	1571	1572	1573	1574	1575	1576	1577	1578	1579	1580	1581	1582	1583	1584	1585	1586	1587	1588	1589	1590	1591	1592	1593	1594	1595	1596	1597	1598	1599	1600	1601	1602	1603	1604	1605	1606	1607	1608	1609	1610	1611	1612	1613	1614	1615	1616	1617	1618	1619	1620	1621	1622	1623	1624	1625	1626	1627	1628	1629	1630	1631	1632	1633	1634	1635	1636	1637	1638	1639	1640	1641	1642	1643	1644	1645	1646	1647	1648	1649	1650	1651	1652	1653	1654	1655	1656	1657	1658	1659	1660	1661	1662	1663	1664	1665	1666	1667	1668	1669	1670	1671	1672	1673	1674	1675	1676	1677	1678	1679	1680	1681	1682	1683	1684	1685	1686	1687	1688	1689	1690	1691	1692	1693	1694	1695	1696	1697	1698	1699	1700	1701	1702	1703	1704	1705	1706	1707	1708	1709	1710	1711	1712	1713	1714	1715	1716	1717	1718	1719	1720	1721	1722	1723	1724	1725	1726	1727	1728	1729	1730	1731	1732	1733	1734	1735	1736	1737	1738	1739	1740	1741	1742	1743	1744	1745	1746	1747	1748	1749	1750	1751	1752	1753	1754	1755	1756	1757	1758	1759	1760	1761	1762	1763	1764	1765	1766	1767	1768	1769	1770	1771	1772	1773	1774	1775	1776	1777	1778	1779	1780	1781	1782	1783	1784	1785	1786	1787	1788	1789	1790	1791	1792	1793	1794	1795	1796	1797	1798	1799	1800	1801	1802	1803	1804	1805	1806	1807	1808	1809	1810	1811	1812	1813	1814	1815	1816	1817	1818	1819	1820	1821	1822	1823	1824	1825	1826	1827	1828	1829	1830	1831	1832	1833	1834	1835	1836	1837	1838	1839	1840	1841	1842	1843	1844	1845	1846	1847	1848	1849	1850	1851	1852	1853	1854	1855	1856	1857	1858	1859	1860	1861	1862	1863	1864	1865	1866	1867	1868	1869	1870	1871	1872	1873	1874	1875	1876	1877	1878	1879	1880	1881	1882	1883	1884	1885	1886	1887	1888	1889	1890	1891	1892	1893	1894	1895	1896	1897	1898	1899	1900	1901	1902	1903	1904	1905	1906	1907	1908	1909	1910	1911	1912	1913	1914	1915	1916	1917	1918	1919	1920	1921	1922	1923	1924	1925	1926	1927	1928	1929	1930	1931	1932	1933	1934	1935	1936	1937	1938	1939	1940	1941	1942	1943	1944	1945	1946	1947	1948	1949	1950	1951	1952	1953	1954	1955	1956	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425	2426	2427	2428	2429	2430	2431	2432	2433	2434	2435	2436	2437	2438	2439	2440	2441	2442	2443	2444	2445	2446	2447	2448	2449	2450	2451	2452	2453	2454	2455	2456	2457	2458	2459	2460	2461	2462	2463	2464	2465	2466	2467	2468	2469	2470	2471	2472	2473	2474	2475	2476	2477	2478	2479	2480	2481	2482	2483	2484	2485	2486	2487	2488	2489	2490	2491	2492	2493	2494	2495	2496	2497	2498	2499	2500	2501	2502	2503	2504	2505	2506	2507	2508	2509	2510	2511	2512	2513	2514	2515	2516	2517	2518	2519	2520	2521	2522	2523	2524	2525	2526	2527	2528	2529	2530	2531	2532	2533	2534	2535	2536	2537	2538	2539	2540	2541	2542	2543	2544	2545	2546	2547	2548	2549	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(Continued on next page)

PEOPLE

Evans picks md from Yorkshire Water

The directors of Evans of Leeds have been on tenterhooks this week. The property investment company's final results are out next Tuesday and they are expected to be in the red, but Evans was about to get its first

Evans, though quoted, is largely owned by the locally well-known Evans family and mostly run by vice-chairman Michael Evans, who also has interests in a bostyward near Nice, where he would like to spend more of his time.

The company and Yorkshire Water decided to come clean yesterday with simultaneous announcements that John Bell, managing director of Yorkshire Water Enterprises, is indeed making the transfer, which "will not be earlier than October 1".

Bell, who is 45, is a lawyer. He was a young chief executive of a small Scottish local council before going into the water business as the old Yorkshire authority's secretary and solicitor in 1985. He ended up as a main board director of Yorkshire Water in charge of diversification after privatisation and was in the news in May setting up a joint venture with Ogen Corporation in the US.

water and waste treatment market.

Another diversification, however, was a series of joint ventures with Evans of Leeds, under the corporate appellation White Rose, to develop spare Yorkshire Water Land, which is how the property company got to know him.

So did Evans poach him after this extended interview? "Relationships remain friendly," William Gibson, Evans' company secretary, said yesterday. "They are not waving a big stick at us. Everything is going ahead in a smooth and amicable fashion."

He would have liked to have kept the lid on the news until after next Tuesday but decided rumour and gossip might be more damaging.

David McGregor, formerly of the Glenfarg Group, returns to THOMSON REGIONAL NEWSPAPERS as finance director; he succeeds Jeremy Griffiths who has been appointed chief financial officer of Thomson Corporation Publishing International.

Derek Andrew, md of The Camerons Brewery Company, was in the news in May setting up a joint venture with Ogen Corporation in the US.

Pearle Vision, a US-based subsidiary of Grand Metropolitan, which acquired Pearle Health (as it was then known) in around September 1985, has got a new president, Glenn Hemmerle, 49.

He reports to David Nash, 53, Pearle's chairman, and replaces David Hardie, 49, the former chairman, chief executive and president of the company, who is taking up a new position in GrandMet's drinks sector, as president, International Distillers & Vintners.

Hemmerle's background is solidly in retailing, having spent 23 years with companies such as The Gap and Muncie. Between 1987 and 1992, he was president and chief executive of the Athlete's Foot group, and Atlanta-based sports shoe retailer and franchisor. Most recently he was president and chief executive of Crown Books, the retail book chain based in Landover, Maryland.

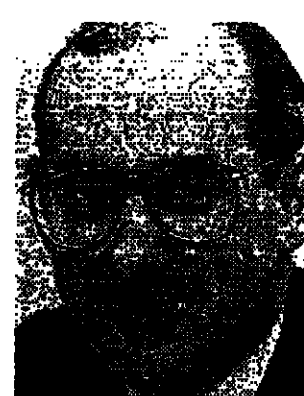
At Pearle, Hemmerle will be responsible for day-to-day operations of the company's 950-plus retail stores across the US and Europe. GrandMet acquired Pearle Health's eyecare businesses in the late 1980s. The company's six-month results, reported in March this year, showed a \$33m profit improvement over an 18-month period.

Burgess takes on worldwide role at Andersen Consulting

Keith Burgess, head of Andersen Consulting in the UK, is to take on a new role as one of the worldwide firm's managing partners from the start of September. He will become managing partner for business integration and practice competence, which he says means "making sure what we do and how we do it is right".

His replacement as managing partner for the UK will be James Hall, 39, who joined Andersen as a graduate trainee in 1976. Hall (right) says his theme is "continuity".

The change is part of a restructuring of top jobs within Andersen Consulting, with the creation of a managing partner for "packaged knowledge" and two other



managing partner roles (market developments, and technology and products) being combined in Burgess's new job.

It reflects its international growth and represents a shift away from the firm's predomi-

nant US roots; several other UK partners have recently taken on senior roles in the international firm.

Burgess, 47, who has spent 24 years with Andersen since he gained his PhD in solid state physics, has been UK managing partner since 1988. He was approached about the new job by Andersen Consulting's chief executive on a lake-side walk during the annual meeting in Geneva in May.

"I am very excited about what we have done. Being able to operate and shape the worldwide firm were challenges I found irresistible," he says. He will continue to be based in the UK but will spend more time travelling and co-ordinating activities around the world.

Development Securities: on its Marx

Martin Landau, the property entrepreneur who bought into Development Securities last June, has made a further move to reshape its management with the appointment of Michael Marx to replace joint managing director Robert Ware.

Ware was running the troubled property developer at the time Landau spearheaded financial restructuring for the

loss-making Claydon Properties, which was renamed Development Securities.

Ware's contract was reduced from three years to one year last July, and his role was widely regarded as transitional.

Anthony Bodie was brought in as the other joint managing director to manage the company's rapidly growing property

portfolio.

Ware's departure was described as "amicable", and a spokesman said no compensation would be paid.

His successor has also had experience of troubled property companies, as the finance director of Gerald Ronson's Heron Corporation, where he has been central to the group's recent restructuring.

Finance moves

Michael McIntock, 33, who joined M&G from Barings less than two years ago, is following in his father's footsteps and taking a seat on the board of Britain's biggest independent fund management group.

McIntock, who looks after M&G's institutional investment business, is one of two new faces joining the main M&G board. Richard Hughes, 37, who joined the group in 1987 and manages the M&G Recovery fund, has also joined the board.

M&G portrayed the appointments as routine promotions but they do suggest that the group is keen to rejuvenate an increasingly elderly top management team. Paddy Linaker, the chief executive, retires at the end of the month and is being succeeded by a man of similar age, David Morgan, 60. This has led to some speculation that Morgan will have little more than a caretaker role.

Michael McIntock will not be able to enjoy sitting next to his father at board meetings. Alan McIntock, a senior figure in the accountancy profession, retired in February after 12 years on the M&G board.

Grant Phillips, formerly corporate and institutions group director, has been appointed as BARCLAYS investment director of BNS on the retirement of Peter Dennis.

Guy Bell, James Bromhead,

Julia Henderson, Christian Hobart, Stuart Lane, David Langmead, Alan Matthews, Sue Minkin, Nick Rodgers, Sophie Stirling, Ingrid von Hentschel, Jeremy Warner Allen and Robert Wilson have been promoted to become directors of BEESON GREGORY.

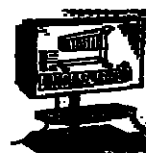
Philip Johnson has been appointed a director of HENRY COOKE Corporate Finance.

Roger Yates, formerly a director of Morgan Grenfell Asset Management, has been appointed chief investment officer for GT MANAGEMENT in London.

Raoul Pinnell (below), 43, is appointed to the new post of director of marketing for UK branch business at NATIONAL WESTMINSTER BANK. A former general marketing manager for Nestlé in the UK and overseas, he is currently marketing director for the direct sales force of the Swiss firm.



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Every salesperson would like to see into the minds of customers, to know exactly what they want and when they want it. While technology is beyond modern technology, many retail businesses are turning to the next best thing - databases with extensive information about consumers.

In the US, Europe and Asia, companies are developing sophisticated computer-based programs to store customer details, from addresses and telephone numbers to monthly consumption of fax paper and expensive wines. Clever marketing executives can turn this information to their advantage.

If a New York resident shops regularly at Giorgio Armani on Madison Avenue and is known to spend time in France on business, Armani might be well advised to tell the consumer about its Paris store.

Information can also help retailers screen out less attractive customers - ones who only buy deeply discounted items, for example, may not be worth courting.

Most marketing is still highly unselective. Gourmet cooks are unlikely to dine at McDonald's but still see commercials for Big Mac hamburgers on television. A proportion of McDonald's advertising budget, therefore, is spent on people who will probably never enter the fast-food outlet.

Targeted marketing, on the other hand, allows companies to reward loyal customers and avoid wasting money on promotions to unlikely buyers. Because it can cost so much to attract new customers, maintaining a loyal customer base can make a huge financial difference.

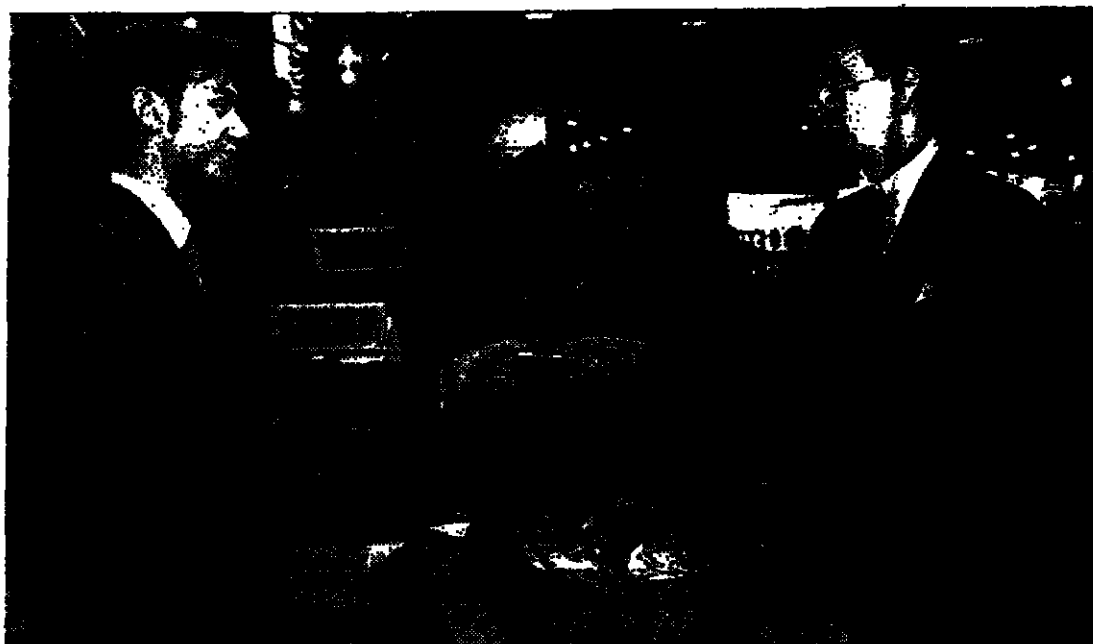
"The longer a company keeps a customer, the more money it stands to make," says Frederick Reichheld of Bain and Co, a Boston-based consulting group. "This is not only because companies do not need to spend as much money on advertising to recruit new customers. Faithful customers are also important because the longer they have done business with a company the more money they tend to spend."

The methods that retailers use to build their databases vary. Consumers must be enticed to reveal information about themselves. For catalogue companies, which have addresses for all their customers, the task is easier. L.L. Bean, a Maine-based sporting and leisure goods mail-order company, has sales histories that go back decades.

Retail stores, such as consumer goods manufacturers, have a harder time tracking purchasers. Asking people to write in for free products is one way to build up a database. US cigarette companies have used this method extensively over the past few years, maintaining compre-

Databases will soon be able to tell stores what individual customers like for breakfast, explains Victoria Griffith in a series on electronic retailing

Smart selling to big spenders



Information transfer: the customer may be handing over much more than just his credit card or his address

hensive lists of smokers. The scheme also means that smokers may be the only ones to receive magazines that carry cigarette advertisements - the non-smokers receive the same publications without the advertisements.

Retailers often ask customers to fill out a card so they can be informed of forthcoming sales. In this way, shops can build up a substantial mailing list. But such methods produce limited results, usually nothing more than an address and perhaps a telephone number. Retail tracking is more efficient when done with magnetic stripe cards that automatically register purchases in a computer program.

Staples, the Boston-based office-goods retailer, offers shoppers a free membership card when they make their first purchase at the store. The card entitles shoppers to discounts on selected items and provides valuable information to the

chain. Since customers are encouraged to use their card with each purchase, the company can track how much of certain items the customer is buying, at what times of the year and at what prices.

Staples can evaluate a number of

The widespread use of credit cards means they can be an important source of information

company strategies. It can assess the impact on sales of a particular fax paper being displayed prominently in a store. It can also use the database to bring back customers who have defected. If a consumer has purchased large amounts of copy paper each month for two years and suddenly stops, a com-

pany representative can try to find out why and respond. Staples now provides a delivery service after discovering that the lack of one was a main reason for defections.

The widespread use of credit cards means they can be an important source of information. American Express provides a service to retailers that can help target specific customer needs. In the UK, it is about to experiment with a new system that would provide information about products to likely buyers on the monthly credit card bill.

"If someone buys a lot of food at a department store but has never entered the wine section, the store might offer a free bottle of wine with the next purchase," says Margaret Bailey, for the group. "That information would show up on the American Express bill."

Companies are increasingly exchanging information, maximising information about consumers

and cutting the cost of building and maintaining the database. An important cross-fertilisation scheme is being launched later this year in the UK. American Telephone & Telegraph of the US is setting up a new scheme, called Intel, to help retailers build databases and provide incentives to loyal customers. Under the programme, customers will be invited to join the Intel club, entitling them to a magnetic stripe card and potential discounts on various items available in do-it-yourself shops, grocery stores, petrol stations, clothing and toy shops, and other retail groups.

The scheme has a recruitment target of 8m card holders, and AT&T estimates that consumers will be able to save about £180 a year by using the card when they shop at member stores. AT&T will process the information obtained from the card users for the retailers.

"The grocer may like to know who is a high spender within the scheme but is not shopping with them," says Ruth Kemp, for the group. "Then they can offer incentives to use their store. Retailers will also know for the first time who their customers are."

"When people move house, for example, retailers often lose valuable customers. With the information on the database it will be possible to track customers. They could tell them where their nearest store now is, offer them incentives to shop there and provide them with a 'welcome to your new home' pack."

Not everyone is happy with retailers' new love affair with databases. The US media has heavily criticised the "Big Brother" aspect, which allows companies to record so many details about people's lives.

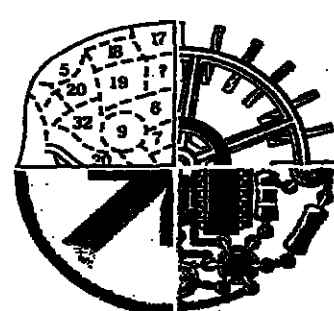
AT&T says it will proceed with caution. "All the current data protection laws will be strictly adhered to and the card holder information will remain confidential to each individual retailer," says Kemp.

"Customers may choose not to be sent any direct marketing. Our research shows that consumers' irritation with direct marketing is with unsolicited mail that is of no interest to them."

"The information held will result in tightly targeted direct marketing, so consumers should receive information that is genuinely of interest to them. For example, if we see you are buying a lot of garden products, you may well be interested in receiving a spring bulb catalogue."

Despite concerns over information flow, membership schemes that offer discounts and purchasing incentives seem to be the retailers' best chance of keeping track of customer purchases. "As part of a scheme or club, people's sense of belonging is established by regular communication," says Kemp. "Participants do not see this type of communication as invasive."

Worth Watching - Vanessa Houlder



Data density with IBM sensor

IBM researchers in San Jose, California have made a highly sensitive sensor for reading computer data on magnetic hard disks. They believe it will allow information on disks to be stored nearly 20 times more densely than currently possible by the turn of the century.

The new sensor, called a "spin-valve" head, is five times more sensitive than the disk-drive sensors available now. It is the first high-density recording head designed to take advantage of the giant magneto-resistive (GMR) effect, discovered six years ago.

Until recently, all recording heads used electrical induction for reading and writing data on a disk. The GMR effect, which depends on changes in the electrical resistance of very thin films of a magnetic material in a magnetic field, is more sensitive than the induction method for reading data.

The strength of the signal from the spin-valve allows the disk-drive designers to reduce the width of the magnetic bit track by six times, allowing a greater density of data on the bit head. IBM said products containing 10bn bits of data per square inch of disk surface will be available by 2000.

IBM: US, 408 527 1283

Up to date with EU legislation

Tracking the legislation pouring out of the European Union is a time-consuming but increasingly important task for businesses affected by EC directives.

Reuters Business Information, a subsidiary of Reuters, has launched an on-line business information service called European Union Briefing, designed to help researchers monitoring EU developments.

The service offers subscribers breaking news from Reuters, with access to a five-year archive of 600 publications. The system has a document number search facility to allow specific legislation to be tracked quickly.

The information can be retrieved using a personal computer, which connects to Reuters databases using a modem or other external connection. Reuter EU Briefing costs \$600 per month for 20 hours of on-line search time.

Reuters: UK, 071 534 5184

New light on outdoor displays

Brightly lit advertising displays come into their own at night but can look washed out in bright light. A new display screen that adapts to different lighting conditions has been designed to overcome this. Black Box Vision, a start-up company, has developed a liquid crystal display screen that will show high-resolution, animated graphics throughout the day using relatively low power.

The system is designed to consume less power and give a higher-quality picture than traditional systems which use halos or neon light. The system works by combining back-lighting with a reflective display, which reflects the picture in the daytime.

Black Box Vision: UK, 0273 636322

Human genetic blueprint scheme

French researchers have launched an \$11m programme to sequence and analyse the regulatory regions of the human genetic blueprint, which make up about 5 per cent of all human DNA. They are responsible for activating genes and controlling the way the genes produce proteins. Clive Cookson writes.

The programme will be carried out jointly by Geneset, a biotechnology company based in Paris, and Genethon, a charity funded by an annual telephone. Together they are setting up a Trés Grand Séquençage laboratory, which they believe will be the first in the world dedicated to sequencing and analysing the regulatory code - as opposed to the genes themselves.

Geneset: France, 1 43 58 30 00

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The winner of the Burns Prize will be selected after the April and September 1994 sitting, and will be announced at the time of the pass list in December.

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Television/Christopher Dunkley

Prince Charles bares his soul to the nation

blame Oprah Winfrey and Phil Donahue. It is their American chat shows, both screened in Britain, which have set the trend for on-screen self-analysis - for letting it all hang out. Prince Charles, always one for a pretty trend, has now fallen for this one and came before the nation on ITV on Wednesday night in *Charles, The Private Man, The Public Role*, pouring out his feelings like one of Donahue's transvestites or Oprah's food-bingers.

He thinks he's "quite a sort of private person" and also "one of those people who searches". He was interested in "pursuing the path through the thicket". He happens to be one of those people, he can't help it, who "feel very strongly

This programme was the latest and least successful in the 'Monarchy on the Box' saga

and deeply about things". Judged as a piece of television it was stunningly long winded (two and a half hours) and, throughout many of its travelogue sequences, narcoleptically dull. If there is anything less interesting in the world than standing in a desert or on a podium making diplomatic speeches, it is surely watching somebody else's home movies of the event afterwards, even if Philip Bonham-Carter's photography was as good as ever.

But of course this was not simply a piece of television, this was the big push in the charm offensive aimed at winning back ground after the hugely successful PR campaign staged by Charles' estranged wife, the Princess of Wales. Will it work? Hard to be sure, but if you consider it as a piece of modern marketing, aimed at promoting a career, you would have to say that the film makers faced a tough job.

Their subject, judging from this programme, is a man who on the one hand is keen to take on the top appointment with

all its power and riches, not to mention a degree of kow-towing from those around him which looks positively medieval. On the other hand he loathes the limelight, detests the mass media (accusations of prurience crop up twice in this context) and sulks when asked to take on public responsibilities which he does not fancy.

Furthermore he manages to combine reticence bordering on modesty in some respects with remarkable conceit in others. His account of his own supposedly admirable behaviour after the fatal Klosters accident was squirm-making.

Boil it all down and there was little that was really new to be learned from this programme. Prince Charles would rather be defender of all faiths than one. Yes he was unfaithful to his wife, though we still do not know the precise ins and outs of the Camilla Parker Bowles story. He favours some form of national service, military or otherwise, sees nothing wrong in being a super arms salesman for Britain, and would indeed go further and run the British armed forces as Global Mercenaries plc.

Those were the revelations, but the significance of the programme lies elsewhere. This was the latest in a sequence which began in 1983 when the royals overruled the politicians and allowed the cameras into Westminster Abbey so that the public could watch the crowning of Charles' mother. The entire saga might be called "Monarchy On The Box" or perhaps "WestEnders". It has proceeded via the famous 1989 film *Royal Family*, and increasingly "intimate" Christmas broadcasts and other documentaries, to yesterday's programme.

For nearly four decades the received wisdom, shared by the present writer, was that the Windsors were masters of the medium, brilliantly exploiting modern mass communications to extend one of the world's most ancient monarchies into the 21st century by way of popular acclaim. Yesterday's monumental commercial must cast deep doubt on that idea.



An insubstantial wisp of memory: Eddie Izzard and Lindsay Duncan do their best in 'The Cryptogram'

Alastair Muir

Mamet goes minimalist

Martin Hoyle finds the playwright's latest work too flimsy for words

With *Oleanna's* shock tactics fresh in the collective theatre-going memory and *Glengarry Glen Ross* revived at the Donmar, a third David Mamet play has opened in the West End. *The Cryptogram* flutters into the

Ambassadors Theatre like an insubstantial wisp of memory, a sensitive and elusive short story of childhood, perhaps, unwisely spun out to theatrical length (only just: even with interval the evening is short though not, alas, rapid). For a world premiere by America's leading playwright the occasion is strangely flat. The management has offered London first refusal. I for one refuse it.

For all his popular identification with strong language and thrusting macho values, Mamet is a versatile writer. *Glengarry* presents a frieze of flat characters as frozen in hieratic postures as in an ancient Egyptian

inscription. All immediacy and impact, they lack a past, history, backgrounds. His new play is the reverse, soggy with significance, every action and sentence setting off resonances that will plainly affect the small boy at the centre of the action for the rest of his life.

This is John, aged ten, who cannot sleep and hears voices, and whose father has just left his mother. She finds out by accident and is at first comforted by Del, a family friend and for some reason homosexual. In the course of their talk it emerges that the departed Robert had borrowed Del's room for assignments with another woman. As a sort of hush-money he passed on a German survival knife, as one does to compliant chums, that he won in the war (this is Chicago, 1959). Donny, the wife, reveals that the knife, far from being the spoils of combat, was a souvenir bought in the streets of London.

Devalued, it is finally given to the child, as guilt and shame are passed from one generation to another.

Little effing and no blinding; but there remains the Mamet trademark of elaborately jagged, and perfectly interlocking, jagged dialogue. Equally calculated is his shy at Pinterese: a teasing, repetitive interrogation which squeezes out revelations with the almost ritualistic sparseness of minimalist music. Bob Crowley's sets desperately attempt to add something to this flimsy meandering: a dark room, a staircase, suddenly transparent walls that give glimpses, big deal, of kitchen or child's bedroom though no sign of the emperor's new clothes.

The piece is acted for more than it is worth by Lindsay Duncan, a stylishly intelligent actress who has been wasted in more bad plays and/or misguided productions than Equity has resting members. She manages to

make lines like "I am not God; I don't control the world" sound deliberate instead of autopilot domestic-drama writing. Interest naturally focuses on Eddie Izzard as Del. Parried from the drag that he frequently affects, the stand-up comic plays from his own persona: rueful, puzzled, inquisitively following a line of thought that results in a slap in the face. A fleshy young man in a sports jacket bearing a more than passing resemblance to a youthful Michael Grade, Izzard is remarkably assured in his first dramatic assignment, apart from an occasional anticipated cue that increases his air of naturalness. Danny Walters is a touchingly reproachful boy.

If minimalism appeals to you, *The Cryptogram* may prove rich with hidden meanings, allusive, echoing. Or you may find it precious, pretentious and pompous and the hell with it.

Ambassadors Theatre (071-836 6111)

Ballet

Hamlet from the Cape

A difficult evening. British ballet owes a great deal to South African dancers in such crucial figures as Nadia Nerina, Maryon Lane, John Cranko, David Poole, and it is pleasing that the Cape Ballet should make its first overseas tour under the new dispensation to London. We know that the past decades have been difficult for South African ballet, and artistic isolation has inevitably thrown the troupe on its own resources. But the *Hamlet* with which the company opening its Wells season on Tuesday night is an odd calling-card.

Veronica Paepers, Cape's artistic director and chief choreographer, is a prolific creator, her works including *John the Baptist*, *Sylvia in Hollywood* and *Nell Gwynne*. Alas, her *Hamlet* is an altogether too innocent guided-tour of the play. With many danced versions of literary masterpieces, you tick off the Great Moments as they lumber past: "Here's To be or not to be", and "Caramba! we've only got to the Player scene - there's a hell of a long way to go yet".

So it was on Tuesday. Peter Klatzow's commissioned score is effective, atmospheric, a sure support for the drama. Peter Cazalet's clever permanent set can be castle (one wonders a bit about the gigantic candelabra that edge on and off, trembling while the while) or battlements, with costumes that gleams very brightly. Miss Paepers dresses the stage efficiently in crowd-scenes. The problems lie in the naïveté of her choreographic manner, and of the company's dance style.

What we see is uneasy and superficial as step and manner. Narrative procedures are no more than hints of what Shakespeare tells us, movement trapped rather than transcending. Expression becomes dumb-show of a predictable kind - a sexy Gertrude climbing over Claudius in a sub-MacMillan dust; Hamlet with two expressions: anguished and more anguished - while the cast make sudden and impulsive irruptions into classic dance, as if wanting to take it by surprise and thus get the better of it. They do not succeed.

The academic style of the company is not well served, nor did I see the assurance and clarity that classical movement should have. Some dancers were vivacious - and rather too much so; others looked ill at ease. The choreography skittered around its subject; the dancers did not provide the emotional weight, the technical gravitas, to convince me that the evening was anything more than a display of the flimsy. Two later programmes will, I trust, be a better portrait of the ensemble.

Clement Crisp

The Cape Ballet is at Sadler's Wells until July 9. Sponsored by Unifruco

Sponsorship/Antony Thorncroft

Allied pushes upmarket with the RSC

It is six months now since Allied-Lyons announced the biggest arts sponsorship in the UK - £1m a year, for three years, to support overseas touring, educational work and new productions at the Royal Shakespeare Company, plus another £100,000 to help advertise the company. How is it shaping up?

Well, the budget has already grown by a couple of hundred thousand a year, thanks partly to Allied's acquisition of Domecq which will mean plenty of reprinting of the sponsor's new name, but mainly to an enthusiastic early response to the consumer promotions linked to the sponsorship.

Allied-Domecq is an unusual arts sponsor, being a packaged goods company with millions of consumers each day. This month its first promotion exploiting the RSC connection starts to appear in its chain of Victoria Wine off-licences, which it is pushing upmarket: buy RSC tickets for this August and you get a free programme, a free interval drink, and 25 off your next purchase of wine.

In the near future similar special offers

on tickets for the RSC are likely to appear in its smarter pubs, and on Allied brands, which range from Tetley tea bags to Teachers whisky, in the more middle class supermarket chains, like Sainsbury's. The company is deliberately using the sponsorship, and the reputation of the RSC, to raise its image.

The first promotions were aimed at shareholders and employees, and offered free membership of the RSC and discounts on tickets. The initial take up exceeded forecast, hence the need to raise the budget. The main benefit from the link, helping Allied to expand into overseas markets on the back of visits by the RSC, has yet to happen, although the RSC is booked to visit California in October. The only problem to arise to date is that the meticulous advanced programming of a packaged goods company does not match the more

immediate, improvisational, scheduling of a theatre company, but Allied-Domecq already sees the sponsorship extending way beyond the initial three years.

It also envisages extending its theatrical links to embrace the Fringe as well as the RSC. Allied owns three of the main pub theatres in London: the Bush, the Gate, and the Kings Head. It has already helped the first two and intends to support the Kings Head, as well as getting behind pub theatre nationally.

A few years ago there was deep concern about the future of the great British university museums. As the universities were starved of funds to educate students, shoring up the collections at the Ashmolean, the Fitzwilliam, the Courtauld, and others, came low in their order of priorities.

But the museums themselves seem to have risen magnificently to the crisis, thanks mainly to the rallying round of sponsors, both corporate and charitable. The Courtauld is currently displaying some of the finest Impressionists in London, thanks to £250,000 funding from Cantor Fitzgerald, the American finance company, which supports art in the US but has never before backed a show in the UK, while the Ashmolean at Oxford has just announced one of the most lavish bequests in its history.

The Headley Trust, the personal charitable foundation of Tim and Susie Sainsbury, has put up £45m to create beneath the museum forecourt a café, shop, lecture room, and more. This is the biggest donation by the trust since it made the major contribution to the Sainsbury wing at the National Gallery.

In the last six years the Ashmolean has raised £8.5m from sponsors and is well on the way to securing the £15m needed to build four new galleries for Eastern art and antiquities.

Reuters has never been a major arts sponsor in the UK but it is getting behind the Endellion String Quartet for its four concerts at the Queen Elizabeth Hall, starting on Wednesday. To add spice to the events it is mounting an exhibition in the QEII foyer of photographs and videos with a musical theme drawn from its archive, including the young Menuhin, Bernstein at 70, and more.

Reuters will also support the Endellion Quartet in a residency at MIT in Boston next April, with a total budget approaching £40,000.

The National Lottery seems likely to make life even tougher for those companies with a reputation for sponsoring the arts. For the government is intent on linking the money destined for the arts and heritage to the success of arts organisations in drumming up matching funding.

Last week, for example, the National Theatre announced that it was planning a £7m rebuilding programme, and anticipates lottery money, but it knows that it must raise half the total, £3.5m, by appealing to its corporate friends, rich patrons, and trusts.

So companies will be courted twice - for sponsorship to make possible live performances, as at present, and for donations to act as the trigger for lottery cash for capital developments. It may work for the big organisations, like the Royal Opera House, which has already assembled a band of rich patrons ready to write out their cheques when the lottery money arrives, but it could prove an impossible challenge for smaller and medium sized regional arts companies - and for their long suffering sponsors.

INTERNATIONAL ARTS GUIDE

Exhibitions Guide

AMSTERDAM Van Gogh Museum Van Gogh's Self-Portraits: 20 paintings and two drawings dating from his stay in Paris 1886-87. Ends Oct 9. Daily. Rijksmuseum Flowers and Plants: flora and fauna in five centuries of prints and drawings. Ends July 31. Closed Mon. **BERLIN** Ephraim-Palais Berlin Paintings from Stechen to Hoyer: a selection of the most important 19th and early 20th-century paintings from Berlin galleries, starting with the German Romantic artist Karl Blechen and continuing through the Biedermeier period, German Impressionism, Beckmann and other expressionists, and on to the Neue Sachlichkeit. Closed Mon till 238 0900. **ATHENS** Museum The Last Days of Humanity: 600 photos, posters,

paintings and drawings illustrating artists' responses to the first world war, and including works by Beckmann, Kokoschka, Dix, Picasso, Chagall and Wyndham Lewis. Ends Aug 28. Closed Mon. **HAUS DER KULTUREN DER WELT** Tanzania - masterworks of African sculpture: 400 works from the 19th and 20th centuries. Ends Aug 7. Closed Mon. **BONN** Kunst- und Ausstellungshalle The Century of the Avant-Garde in Central and Eastern Europe: 700 works by 200 painters and sculptors, offering a thematic guide to the main artistic developments of the past century. Ends Oct 16. Closed Mon. **BRUSSELS** Palais des Beaux-Arts Robert Smithson: retrospective of the American artist, one of the founders of Land Art. Ends Aug 28. Closed Mon. **DUSSELDORF** Hetjens-Museum Ceramic Works of Picasso, Miró and Tàpies: 90 works by three leading Catalan artists of the 20th century, ranging from Picasso's decorative ovals and figures to Tàpies' massive sculptures. Ends Aug 28. Closed Mon. **ESSEN** Villa Hügel Paris - Salle Époque: an evocation of the period from 1880 to 1910 with paintings, drawings, posters, photographs, glass and furniture. Ends Nov 13. Daily. **FRANKFURT** Schirn Kunsthalle Goethe and Art: 300 paintings, drawings and sculptures ranging from antiquity till Goethe's death in 1832, and

including work by David, Schinkel, Caspar David Friedrich, Claude Lorrain, Constable and Turner. Ends Aug 7. Daily. **GLASGOW** Hunterian Art Gallery Charles Rennie Mackintosh - The Chelsea Years 1915-1923: a reassessment of Mackintosh's London years, often regarded as a period of decline. Ends Aug 27. Closed Sun. **HAMBURG** Kunsthalle Masterworks from the Guggenheim Collection: 60 paintings by Picasso, Braque, Dubuffet, Bacon, Chagall, Kandinsky and Miró. Ends Sep 25. Closed Mon. **DEICHTORHALLEN** Fritz Schumacher and His Era: 700 drawings and plans by the early 20th-century architect renowned for his attempt to harmonise the spheres of work, home and recreation in modern town-planning. Ends July 17. Closed Mon. **LONDON** Hayward Gallery Bonnard at Le Bosquet. Ends Aug 29. Daily (advance booking 071-928 8800). Tate Gallery R.B. Kitaj (b1932): retrospective of the American-born figurative painter. Ends Sep 4. Daily. Marlborough Fine Art R.B. Kitaj: recent pictures and graphics. Ends Aug 20. Closed Sun. **VICTORIA AND ALBERT MUSEUM** Pugin - A Gothic Passion: retrospective of the 19th-century British designer. Ends Sep 11. Daily. **NATIONAL GALLERY** From Caspar David Friedrich to Ferdinand Hodler, A Romantic Tradition - Paintings and Drawings from the Oskar Reinhart Foundation. Ends Sep 4. Daily. **BRITISH MUSEUM** Indian Paintings

and Drawings from the Collection of Howard Hodgkin. Ends Aug 21. German Printmaking in the Age of Goethe. Ends Sep 11. Daily. **MADRID** Centro de Arte Reina Sofia Gerhard Richter: 100 works by one of the key figures in contemporary German art. Ends Aug 22. Closed Tues. **MARTIGNY** Fondation Pierre Gianadda From Matisse to Picasso - 20th-Century Masterworks from the Gelman Collection: organised in collaboration with New York's Metropolitan Museum of Art, this exhibition shows Bonnard, Matisse, Braque and Léger, with pride of place given to 13 works by Picasso. Ends Nov 1. Daily. **METZ** Arsenal Gold of the Gods: more than 600 pre-Columbian jewels, ritual knives and masques shown under Unesco patronage. Ends Oct 2 (tel 4410 7303). **MONTECASSINO** Museo dell'Abbazia Medievale Illuminated Parchments from Southern Italy: precursors of the tele-documentary, these richly-illustrated parchment scrolls were thrown down from the pulpit at the climax of the Christian liturgical year, the Easter Vigil. The 31 known extant examples are on show, with their superbly lively and colourful scriptural illustrations. Ends Aug 31. Daily 9am-12.30 and 3.30-7pm. Montecassino is about an hour's drive south of Rome on the Naples road. There are excellent fish restaurants clustered round the base of the hill, with trout from local streams. **MUNICH**

Haus der Kunst Eran Vital: 400 works exploring the links between Kandinsky, Klee, Arp, Miró and Calder. Ends Aug 14. Closed Mon. **KUNSTHALLE DER HYPO-KULTURSTIFTUNG** El Dorado: 300 gold and ceramic treasures from pre-colonial Colombia. Ends Sep 4. Daily. **VILLA STUCK** Christo: an exhibition devoted to the grandiose urban projects which the Bulgarian-American artist has pursued during the past 30 years. Ends July 10. Closed Mon. **NEUE PINAKOTHEK** Wilhelm Leibl: 150th anniversary retrospective of the Cologne artist who was the leader of late 19th-century German Realism. Ends July 24. Closed Mon. **STADTMUSEUM** Paul Strand: the first important European exhibition devoted to the celebrated American photographer, who died in 1978. Ends Aug 7. Closed Mon. **NANCY** Musée des Beaux-Arts Hans Arp: sculptures and drawings 1913-66 by the Alsatian artist who was one of the founders of Dada. Ends Sep 19. Closed Tues. **NEW YORK** Metropolitan Museum of Art Petrus Christus: 22 paintings by the 15th-century Netherlandish master, renowned for the jewel-like luminosity of his work. Ends July 31. Picasso and the Weeping Women. Ends Sep 4. The Annenberg Collection of Impressionist and Post-Impressionist Masterpieces. Ends Nov 27. Daily - The Early Years: 59 paintings and 66 drawings, exploring the precocious first steps from his native Catalonia to his student years in Madrid and

his acceptance into the Parisian Surrealist circle in 1929. Ends Sep 18. Closed Mon. **MUSEUM OF MODERN ART** From Manet to Picasso - Masterpieces from the David and Peggy Rockefeller Collection. Ends Sep 8. British Drawings 1890-1990: the exhibition highlights the work of early modernists such as Vanessa Bell and Jacob Epstein, and examines the influence of Surrealism on such artists as Henry Moore and Edward Burna during the 1930s and 1940s. The postwar section includes work by Lucian Freud and David Hockney. Ends Sep 13. Closed Wed. **WHITNEY MUSEUM** of American Art Edward Hopper (1882-1967) and Jack Pierson (b1962): the latter has selected 20 works by the former, and placed them alongside his own work. Ends Sep 11. Joseph Stella (1877-1948): more than 200 works by the American modernist. Ends Oct 9. Closed Mon. **PARIS** Grand Palais The Origins of Impressionism 1859-69. Ends Aug 8. Closed Tues. **MUSÉE D'ORSAY** Nadar, Photographs 1854-65: Nadar was a friend of writers and painters, whose portraits raised photography to the category of creative art. Ends Sep 11. Closed Mon. **MUSÉE D'ART MODERNE** de la Ville de Paris Dutch Art of the 20th Century: the first part traces developments from Van Gogh to Mondrian, while the second focuses on 10 contemporary artists. Ends July 17. Closed Mon (11 ave du Président Wilson). **Centre Georges Pompidou** Joseph Beuys: retrospective of the gentle

revolutionary, a politically engaged artist whose piano draped in grey felt belongs to the museum's permanent collection. Ends Oct 3. Closed Tues. **STUTTGART** Staatsgalerie Italian Drawings 1500-1800: a representative selection of the large, high-quality Stuttgart collection, built up over the past two centuries and including work by Giambattista and Tiepolo. Ends Sep 4. Picasso: a rare showing of 400 prints from a private collection. Ends Aug 14. Closed Mon. **LINDEN-MUSEUM** Art of the Aborigines: 90 wood paintings and 40 sculptures. Ends Sep 25. Closed Mon. **WASHINGTON** National Gallery of Art Willem de Kooning's Paintings: 75 works by the influential American abstract expressionist. Ends Sep 5. Daily. **NATIONAL MUSEUM** of American Art Thomas Cole: 70 works by the father of the Hudson River school of painting. Ends Aug 7. Mary Vaux Walcott: 50 watercolours by the early 20th-century naturalist, explorer and artist. Ends Aug 29. Daily. **ZÜRICH** Kunsthau Dada: 150 paintings, drawings and collages by Duchamp, Man Ray, Ribemont-Dessaignes, Max Ernst and many others, plus posters, letters and other documents relating to the nihilistic movement founded in Zurich in 1916. Ends Aug 21. Amor and Psyche around 1800: an artistic exploration of the classical Greek legend. Ends July 17. Closed Mon.

Just before 8pm, in the heat and humidity of a Tokyo summer evening, a young, grey-suited bureaucrat sits back in his chair in his office on the 15th floor of Japan's Ministry of International Trade and Industry, tugs at his grey tie and takes a breath of the stale air around him.

Under the ministry's regulations, the air conditioning was turned off at 5.45pm when business officially finished for the day. But for Tatsuya Terasawa, 33, deputy director of the Americas division, work is far from over.

As is the case most nights, he will be lucky to make it home on the last train, a little after midnight. More likely, he will take a cab from Kasumigaseki, where Japan's central ministries are concentrated, and the cream of its civil servants work, to his flat in suburban Tokyo in the early hours of the morning.

Even by Japanese standards, Terasawa's lifestyle is not an enviable one. Yet his devotion is being appreciated less and less. Once seen as the architects of Japan's postwar economic success, the country's 1.2m bureaucrats are increasingly seen by politicians, businessmen and the public as relics of an antiquated order, scheming to protect their authority and privileges at the expense of economic and social progress.

Japan's uniquely pervasive web of official regulations, which govern most aspects of life and give the bureaucrats their authority and power, is criticised for stifling entrepreneurial spirit and economic growth. "Bureaucrats say they don't have money, but they dig up the roads several times a year, build unnecessary dams, luxurious public offices and cultural halls. They are like blinking traffic lights on a deserted road," complained one letter this week in the *Nikkei*, Japan's business daily.

Outside Japan, US negotiators have blamed the intransigence of Japan's bureaucrats for the failure of the two countries to reach a trade agreement when President Clinton met the then Japanese prime minister Mr Morihiro Hosokawa in February.

In response to these pressures, the Japanese government is trying to weaken the influence of bureaucrats. On Tuesday, a detailed deregulation package was unveiled identifying a number of regulations, implemented by the dozens of Kasumigaseki, that could be abolished. The pack-

Bloomin' bureaucrats

Michiyo Nakamoto on Japan's unloved, overworked civil servants



age aims to reduce business costs in housing, telecommunications, imports and distribution, and financial markets. Japan's new prime minister, Mr Tomiichi Murayama, has promised to continue the previous government's policy of deregulation.

The powerful business group, the Keidanren, the federation of economic organisations, wants the government to go further. It recently asked Prime Minister Tsutomu Hata, who resigned last week, to halve the number of regulations policed by the bureaucrats of Kasumigaseki.

The response of Mr Terasawa to this assault sounds almost hurt. "We must realise that the bureaucracy has its limitations but at the same time it is critical to getting things done," he says. The belief in his own importance, shared by his many of his colleagues, has been bolstered by Japan's political turmoil, which has left the running of the country in the bureaucrats' hands while the politicians have been preoccupied with political survival.

The political vacuum has also strengthened Mr Terasawa's conviction that "bureaucrats are the ones who make the policy options, who implement policy and, in many cases, determine policy". He believes the role of politicians should be restricted to making a small number of decisions on controversial issues - such as taxation, opening up Japan's rice market, and national security.

But it is such self-assurance that has fuelled much of the criticism of the civil service. "The problem with Kasumigaseki today is that policy determination and implementation have become muddled together and have hampered administrative efficiency and led to the unnecessary expansion of the bureaucracy," says Mr Shino Namikawa, secretary general of the Citizen's Forum for Renewal, an organisation set up by the government to make suggestions for administrative reform.

Mr Terasawa's defence is that the Japanese bureaucracy

is in fact an agent of change in Japanese society. "Bureaucrats are often described as being like Chinese mandarins. But I think the reality is very different," he says.

Mr Terasawa, who was educated in the US, says the role of Miti is to encourage deregulation and act as a "catalyst to speed up social change". That, he says, is a very different attitude from that of the bureaucrats who were running Miti even a few years ago.

As a further example of how Japan's bureaucracy is changing and catching the public mood, he cites the latest trade talks with the US.

"My generation does not feel that we have to bow to every wish of the US, but the US has not been able to keep up with this change. They still expect Japan to come to a summit meeting with an *omiyage* - a gift. That is one reason why the February summit failed to produce an agreement," Mr Terasawa says.

But the flaw in his argument is that the pressure in Japan is not for a civil service prepared to take political decisions - but for one that does not impose a political point of view at all.

An elite corps of administrators which believes it has the right to make decisions of national interest and direct every detail of the country's economic and social life no longer seems relevant to a highly educated and well-informed public which increasingly seeks the freedom to make its own choices. It is a message that, if heeded, would force the Japanese bureaucracy to rethink its raison d'être. "The belief that we are doing something good for the public is the source of our pride," Mr Terasawa says, as he reflects on the modest 1960s flat he calls home and the long hours away from his wife and two children.

The compensations for such self-sacrifice are meagre. As a graduate of the University of Tokyo law department with a second degree from Harvard Business School, he would probably be earning double his current salary if he had gone into banking instead of the civil service. During his two years in Miti's Americas division, dinner has more often than not been a box-meal from a local caterer.

"Unless you have a strong belief that you are doing something for the good of Japan, you won't be able to work under such conditions," he says. "There just wouldn't be sufficient motivation."

Joe Rogaly Floated on a royal wave



We Republicans are right. Most of the opinions expressed by the Prince of Wales are sound. As the founder and to date sole member of R&C, I can say that we agree with nearly every word he said in his self-promotional film on Wednesday night.

Not about his private life. That is none of your business, or mine. The public life of the heir apparent is what concerns us. The charities he supports are admirable. Their beneficiaries are found in all sections of Britain's ethnically mixed population. Indeed, the Prince projected himself as the opposite of a nationalistic little Englander. He would have no place in the xenophobic wing of the Conservative party. The respect he showed for other faiths, including Catholicism, Judaism and Islam, is in tune with his affirmation that there is a spiritual dimension to life.

He may or may not be a Tory, but he appears to be of the one-nation persuasion. He is right about the ugliness of much contemporary architecture. He is a Green, and a believer in civic virtue. Like many of us, he thinks that some form of national service, not necessarily military, should be reintroduced. This could be a winner. Rootless, jobless school leavers have to be found something constructive to do.

Clearly, Charles is running for king. His theme is the return of quality to British life. Lovely platform; shame about the office. This is the point upon which Mr Jonathan Dimbleby failed to press the Prince. I am too kind. "Failed to press" he blundered. The younger Dimbleby dodged the key question. He might have put it softly thus: should

the British monarchy be privatised, sir? Not abolished. There is no call for that. Turning the dynasty into the independent Palace Trust would suffice. As purchaser of head of state services the government could award a contract to this or that hereditary institution to become sole provider. There might be competitive tendering. Other European or more far-flung royal houses would be qualified to bid. The monarchy should be regulated, by Ofthrono. Lord St John of Fawley would be an ideal choice for First Regulator.

Don't mock. The arbitrary use of the royal prerogative by ministers and civil servants is no joke. It constitutes a fatal flaw at the centre of the British non-constitutionalism. To put it right, the crown must be detached from the letterhead under which the executive does as it pleases. Let royalty be a living flag for all to salute, not a fig-leaf for an elective dictatorship. This is a serious constitutional proposal. Arguments for, against and around it will be found in *Power and the Throne*, a forthcoming book arising out of the debate on the monarchy organised by the *Times* and *Charter 88* last year.

As Lady Williams, the former Shirley, puts it, "the executive in Britain has something very close to absolute power; it hides behind the Crown as a way of hiding from us the extent of that power". Let us list the areas in which such power is exercised. The result is breathtaking. Under the royal prerogative ministers may conclude treaties, move interest rates, appoint anyone they please to any public position they like, award honours and peerages, manage the civil service, and fill endless vacancies with delegated legislation, all without requiring prior approval from parliament. Most of the real deciding is done by officials.

The courts act as an uncertain brake upon the exercise of this huge quantity of authority. Prince Charles intimates in his film that he finds it difficult to influence the Home Office or the Foreign Office, let alone the Treasury or other departments. Yet all of them take thousands of decisions every year, under cover of his mother's name, and free of any check or balance.

Change may come. Mr Jack Straw, campaign manager for Mr Tony Blair in the Labour leadership contest, favours a new Act of Settlement. That would reposition the Crown within the British polity. "...we should aim for a situation where all powers exercised by the executive, and by the monarch, are based upon statute, sometimes...reinforced by direct decisions of the electorate through referenda," he writes. Mr Straw's ideas are not always taken up by his party. Labour is, however, committed to a number of constitutional reforms, all of which would diminish the power of the central executive. Give Scotland its own parliament. Entrench local government. Pass a bill of rights and a freedom of information act. Replace the House of Lords by a senate. These little things add up. Suddenly you have constrained Whiggery.

The Prince of Wales was not asked about these matters, but

it cannot be taken for granted that he would oppose all or indeed any of them. He might well support some. It only his interlocutor had the wit to inquire. His desire to be sworn in as defender of all religions rather than the church founded by Henry VIII for conscientious reasons suggests a willingness to be separated from at least one of Britain's constitutional arrangements. Good. But the monarch is one thing. Disestablishment quite another. The prince could be defender of the spiritual life and bishops could still sit in the Lords, if that is the way we chose to arrange matters.

Republicans for Charles can therefore claim that the House of Windsor would benefit from becoming semi-detached. The monarchy is in difficulties because it is under intolerable pressure. In my hot-headed youth I was an uncompromising republican (Othello), but I have since been persuaded that in Britain there is merit in the continuity of a floated-off royal house. It is a fine tourist attraction. On a more elevated plane it serves as a focus for national sentiment.

Cutting it free from the barbed substructure of our unwritten constitution would strengthen it. The occupant of the throne could become a private person, the essence of nationhood. As Sir John Stokes, former Conservative MP for Halesowen and Stourbridge, put it - "it is very important if you are going to war your oath is to the Queen and not to the...secretary of state for defence..." Fine, so long as said secretary of state derives his authority from the people, and not merely from his officials' ability to deploy the royal prerogative according to whim.

*Edited by Anthony Barnett. Victoria, 20 Vauxhall Bridge Rd, London SW1V 2SA

Clearly, Charles is running for king. His theme is the return of quality to British life. Lovely platform; shame about the office

LETTERS TO THE EDITOR

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Iniquitous measure for pensions

From Mr T S Shucksmith.

Sir, Lex ("Securing Good returns," June 24) described the initiative of the actuarial bodies formally to downgrade cash equivalent by assuming higher (equity-based) returns for all but older pension scheme members as "nifty footwork by the actuarial profession". What for shareholders and corporate management may look like nifty footwork will look like the slight of hand to pension scheme members. The government should not condone deception of scheme members based on esoteric (and unconvincing) argument.

I believe I am not alone in the actuarial profession in thinking that equity-based "cash equivalents" are iniquitous. They should be condemned as a false measure. It cannot be right for a value to be elastic according to the convenience of pension schemes for meeting minimum funding (solvency) standards and easing the burden of debt on employer liabilities in the event of winding-up.

It is disturbing that when preservation in final salary schemes is still far from satisfactory, proposals should be countenanced which degrade an important early-leaver right, viz to a transfer payment properly reflecting defined preserved benefits. After all, most members will be early leavers and few full-term retirement cases.

The government should by contrast be introducing clarifying legislation making it crystal clear that cash equivalents must be calculated by reference to comparable investments, ie on a gilt-edged basis with cautious allowance for reinvestment of income and full credit for the relief of schemes from expenses of future administration.

T S Shucksmith, Shucksmith & Co, Lincoln House, Nuffield Lane, Redgate, Surrey RH2 9EP

G7 must be more democratic

From Professor H W Singer.

Sir, In his column "Groundswell wanted" (June 29), Edward Mortimer writes of "the intense suspicion with which the G7 is regarded by many third world governments". As he indicates, the G7 is suspected of "colonial nostalgia or greed for oil".

This, however, is not the full story, nor even the main story. The main limitation of the G7 must be seen in the fact that it is highly unrepresentative. The countries of the G7 represent little more than 10 per cent of the world's population. This is surely a thoroughly undemocratic method of handling

problems of global macroeconomic management. In particular the third world, with a majority of mankind, is completely unrepresented, even though it is deeply affected by decisions in the G7. There is a strong case for the enlargement of the G7 by at least adding, say, Brazil for Latin America, South Africa or Nigeria for Africa, and India for Asia. One alternative would be for the UN in the person of the secretary-general to act as a spokesman for third world countries. Another alternative suggestion for making the process more democratic is to vest global economic management

in a new UN Economic Security Council - this is elaborated in the current 1994 Human Development Report published by the UN Development Programme.

Whatever the method chosen - and there are other alternatives apart from the three mentioned here - the case for broadening the scope of global management is incontrovertible. Hopefully this will make the process more effective as well as more democratic.

H W Singer, Institute of Development Studies, University of Sussex, Brighton BN1 9RE

Still very much on track

From Ms Lesley Smith.

Sir, Observer criticises Railtrack's presentation of its case and suggests that this failure may be because my heart is not in my job ("Wrong track," June 29).

I cannot pretend that restructuring the grading and working practices of 4,600 key Railtrack staff presently grouped in 14 grades with a wide range of allowances and enhancements for their varied responsibilities is easily simplified. I hope that effort and persistence will enable us to explain the value of our offer.

I am concerned, however, at the suggestion that I lack the commitment to do so. That is wholly untrue.

I have been extremely fortunate in my recent career. It was a privilege to work for the late leader of the opposition and his team, as it has been since to work for ScotRail, among the most talented and high achieving of the UK profit centres. I am equally enthusiastic to be able to play a part in Railtrack's task of safeguarding the future prosperity of the rail network. I am touched by your concern for my heart but can assure you that it is, as ever, in my work.

Lesley Smith, head of government and public affairs, Railtrack, 40 Bernard Street, London WC1N 1BY

Printing price fall not so great

From Mr Colin Stanley.

Sir, The UK printing industry has maintained its efficiency through recession but prices have not tumbled as Mr Erwin Königs, of Linotype-Hell, suggests (Technology: "Death of a craft," June 28). He says "the price of printing has been cut in half in the past two years or so". Printers have competed hard during this recession and continue to give extremely good value. Let's not exaggerate, however; today's

price for printing ranges from 1990 levels to 5 per cent below that.

At the depth of the recession it was 6-10 per cent below the peak touched in mid-1990. We believe this to be achievement enough and would not like to pretend to have done better.

Colin Stanley, director-general, British Printing Industries Federation, 11 Bedford Row, London WC1R 4DX

The global investor

From Mr Peter B Vos.

Sir, I refer to Gillian O'Connor's comment (Serious Money, June 26) in which she states that "sticking to the UK (stock market) is the global equivalent of keeping your life's savings in a box under the bed".

This could hardly be less true today when an increasing proportion of UK national product is earned in trade with the "global market" and as a result of the UK's high level of investment overseas. The UK stock market is unusual because, unlike other leading stock markets such as New York or Frankfurt, its largest constituents trade predominantly outside their home markets.

Although it is reasonable to spread investments across other markets, including (for the brave) the emerging markets, it is also possible to have a globally balanced portfolio with the majority of constituents quoted in London.

Peter B Vos, deputy finance director, Eurotherm, Leamington, Lower Beading, Horsham, W Sussex RH18 6PP

Over-stated case against herbicide resistant oilseed rape

From Professor Michael J Crawley.

Sir, While it is prudent to exercise great caution before introducing any novel organisms into the environment, Dr Alan Wreghitt (Letters, June 29) overstates the case against the introduction of herbicide resistant oilseed rape.

Dr Wreghitt writes that "it is obvious to anyone that oilseed rape is colonising set-aside land and marginal habitats such as motorway verges". Precious little in ecology is obvi-

ous. Oilseed rape is not colonising set-aside land. The plants you see growing there have come from a bank of seeds in the soil, left over from previous cultivation. As to motorway recruitment, oilseed rape is rare on older, undisturbed sections.

Detailed study shows that most of the populations of oilseed rape are ephemeral: here one year and gone the next. The fact that many more rape plants are seen on the side of the M25 motorway heading towards the seed processing

plant compared with the opposite verge suggests strongly that the source of the plants we see each spring is seed spilled from lorries en route to the crushing plant, rather than recruitment from an established population.

Detailed experimental work comparing invasiveness of conventional oilseed rape and genetically-modified, herbicide tolerant rape showed no evidence at all that genetic engineering led to increased invasiveness (1993, *Nature* 363, 620).

It is important to remember that genetic modification which creates tolerance to one herbicide does not confer tolerance to other, different kinds of herbicide. If ecological risk assessment is to be taken seriously, then it needs to be based on firm evidence rather than idle speculation.

Michael J Crawley, professor of plant ecology, Department of Biology, Imperial College at Silwood Park, Ascot, Berks SL5 7PY

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FINANCIAL TIMES

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Friday July 1 1994

Building on the recovery

For the first time since 1981, the Organisation for Economic Co-operation and Development has been able to revise its projections upwards. It now expects the output of its members to grow 2.6 per cent this year and 2.9 per cent in 1995, up from 2.1 per cent and 2.7 per cent, respectively, in its forecasts of last December. Never mind the forecast, the upward revision is itself an excellent indicator of recovery. The principal question now is how to make recovery as long and as strong as possible.

The recovery in OECD countries – still divergent, but becoming less so – is an important element in a brightening global picture. Aggregate growth in the dynamic Asian economies – Korea, Taiwan, Hong Kong, Singapore, Thailand and Malaysia – is expected to remain at about 7 per cent in 1994 and 1995. China's economy is growing faster still. The Latin American economies are expected to grow at about 4 per cent in 1994 and 1995, while output is even beginning to rise in the Czech Republic, Hungary and Poland.

Marked growth has not only been global, but the Uruguay Round trade agreement should, if ratified, ensure that it stays so. OECD-wide inflation is also lower than since the 1960s, with aggregate inflation in the group of seven leading industrial countries forecast at only 2 per cent in 1994. The effort to eliminate the high inflation of the 1970s has now succeeded and must not be repeated. All OECD countries need to create institutional arrangements that

not only prevent inflation from getting out of hand once more, but do so credibly.

Perhaps the most important obstacle to securing that goal is their fiscal positions. Between 1989 and 1993 the ratio of general government gross debt to GDP in the OECD countries is expected to rise from 58 per cent to 72 per cent. It should then stabilise, argues the secretariat, though under what seem to be optimistic assumptions. Worryingly, real interest rates are now higher than the likely long-term rate of growth of most OECD countries. In addition, members have substantial net pension liabilities – of more than twice GDP in some cases.

The question investors in bonds ask themselves is whether governments might find an inflationary default tempting. The answer depends on how heavily the burden of debt weighs upon them. On some countries, it weighs heavily already. In Italy, for example, net debt interest makes up a fifth of all government spending. There are other important reasons for undertaking further fiscal consolidation. But the most important is to make sustained low inflation more credible and inflation-risk premia in long-term interest rates correspondingly smaller.

Inflation, like fiscal deficits, is not an immediate problem for most major countries. But the beginning of a recovery is the ideal time to tackle longer-term constraints. The world enjoys a splendid economic opportunity. Governments should be thinking now about how to ensure it lasts.

Privatising Post

The Green Paper on the future of the Post Office publishes yesterday contains no surprises. The government's preferred option is to sell 51 per cent of the Royal Mail, with a regulator and statutory guarantees to protect universal service. The counters division would be hived off into a separate, state-owned body to meet concerns about wholesale closures among Britain's 20,000 sub-post offices.

The object, now widely agreed, is to free the Post Office to act commercially, while meeting public concerns about the maintenance of a universal postal service and village post offices. The government's favoured plan meets that object in all respects. There is no good reason to delay legislation beyond the next parliamentary session.

The Green Paper sets out two other options: first, to privatise the Royal Mail in its entirety; second, to keep the utility wholly within the state sector, with guarantees of greater commercial freedom.

A case could be made for either course, but neither is practicable in today's circumstances. Public opposition to a sale, already evident, might become irresistible if complete privatisation were proposed. In any case, the usual practice is to sell a company the size of the Post Office in more than one tranche. Once 51 per cent has been floated, it would be open to a future government to seek parliamentary approval to proceed further.

Not the SFO

The division of labour between Britain's Serious Fraud Office (SFO) and the Fraud Investigation Group (FIG) of the Crown Prosecution Service (CPS) has always been somewhat arbitrary. While the SFO has more draconian powers both to investigate and prosecute, both organisations deal with serious and complex fraud cases. It is therefore hard to argue with the suggestion of an official review body that the least difficult element of FIG's case load should be shunted elsewhere in the Crown Prosecution Service and the heavier stuff handled in a merged organisation, as foreshadowed by the Royal Commission on Criminal Justice.

The review nonetheless flunks an important test in failing to decide whether the merged body should be placed in an enlarged SFO or within the Crown Prosecution Service. This is admittedly a hot potato, since it invites questions about why the government felt impelled to set up a separate high-profile agency in the first place and whether it remains committed to attacking serious fraud. While administrative logic would point to the merged body going into the CPS, such an approach would clash with the CPS's existing policy of remaining independent of the police and not being directly involved in the investigative process.

Part of the advantage of a merger is that the SFO's very effective powers of questioning and evidence gathering under Section Two of the Criminal Justice

The other option – commercialisation within the state sector – is more problematic. On the continent such a policy has worked effectively, and since the Post Office will remain, for most of its business, a monopoly utility, it has attractions. However, obnoxious Treasury restrictions make it a non-starter in Britain. It was difficult enough getting the Treasury to agree to allow fishing licences to be sold across Post Office counters. There is no chance of it allowing Post Office managers to run their business like others aiming for strong medium-term growth and profitability.

The Green Paper's proposal – under all three options – to give the Post Office's counters division greater freedom is to be welcomed. Far better to allow sub-post offices to offer more banking services and sell lottery and concert tickets than to profess an unending commitment to their future while closing them by stealth.

However, the future of the Post Office's letter monopoly is inadequately treated by the Green Paper. The monopoly currently extends to all addressed letters costing less than £1 to deliver. The government says it wants to reduce that towards the price of first-class postage. How far towards it? And does such a reduction imply that the monopoly will rapidly wither on the vine of inflation? Those questions, vital to the future of competition and universal service, need to be addressed directly before legislation is introduced.

Buy a simple 10-year-term life insurance policy in Portugal and you can expect to pay more than three times what you would spend on exactly the same contract in France. The difference demonstrates clearly the case for a single European market in insurance.

From today, such big price discrepancies may begin to fade as a result of new rules freeing up restrictions on cross-border trade in the European market. But the continent's 320m consumers will not see benefits overnight. Experts inside and outside the insurance industry expect change to be slow.

The European Union expects that five of its 12 member states will implement the so-called "framework directives" by today's deadline. All but two countries – Spain and Greece – should have done so by the end of the year. The directives mark the final stage in a programme to liberalise the £470bn (£309.2bn) a year life and general insurance industry, extending changes introduced in the commercial market in 1990.

The directives do two things: ● First, they make genuine "cross-border" trade possible by allowing insurance companies to sell their products anywhere in the EU on the basis of regulations in their home state, the so-called "single licence" or "single passport".

● Second, insurers throughout the EU will be allowed to set their own rates for all classes of insurance policy. They will no longer need to submit policy wordings to local officials for approval, thus effectively dismantling the highly regulated, protectionist regime behind which much of the industry has sheltered.

National regulators will focus their attention on the underlying financial health of companies, following the practice already well established in the UK, the Netherlands and Ireland. "Supervision will be based on the undertaking itself, its solvency, its shareholders, its management – and no longer on its products or its rates," says Mr Francis Lohac, director-general of the Comité Européen des Assurances, the European industry association.

Today's directives are the culmination of legislation started in the 1970s, which gave European companies the right to set up subsidiaries throughout the Common Market. An initiative approved last year, the insurance accounts directive, should make it easier for investors to compare the financial strengths of competing companies.

Although many countries – notably France and Belgium – have liberalised regulations well in advance of today's changes, the rules will have an immediate impact elsewhere in the EU. The changes will lead to what Mr Lohac calls a "ver-

March elections, when an Islamic-leaning party captured the municipality of Istanbul. In May, three small bombs were discovered on his doorstep.

There is a growing threat to the delicate compromise that allows the Patriarchate, a 1,600-year-old legacy of Byzantium, to remain on the soil of mainly Muslim Turkey.

That in turn explains why he is getting so many high-level visitors: for the importance of the Patriarch, and his right to remain in Istanbul, is increasingly clear to the governments of the world. With the parting of the Iron Curtain, a much older division – between eastern and western Christendom – has recovered its relevance in the affairs of Europe.

The ancient rift between Orthodox Christians (who include most Serbs, Russians, Greeks, Romanians and Bulgarians) and Roman Catholics (who include most Croats, Slovenes and Slovaks) is now an issue in modern geopolitics. It is stoking passion in former Yugoslavia and threatening to divide western and

Attacks on him in the Turkish press have increased since the

Hard work to be free and single

Richard Lapper examines the opportunities and constraints of a single European market in insurance

Europe's insurance market: hard to harmonise

Average premiums (Ecu)
Experienced driver
with a good record;
Peugeot 406 1.6 (Ecu)

555	Ireland
394	Belgium
387	Luxembourg
304	Germany
297	France
219	Italy
212	Spain
192	Denmark
159	Netherlands
157	Portugal
135	Great Britain
127	Greece

Young driver,
Seat Ibiza 1.2

1,821	Ireland
480	Belgium
372	Luxembourg
957	Germany
806	France
375	Italy
718	Spain
446	Denmark
473	Netherlands
287	Portugal
687	Great Britain
155	Greece

Cheapest premiums for term insurance (Ecu)
A 30 year old, non-smoking, 10 year term, sum equivalent to Ecu 200,000

150	Ireland
140	Belgium
130	Luxembourg
120	Germany
110	France
100	Italy
90	Spain
80	Denmark
70	Netherlands
60	Portugal
50	Great Britain
40	Greece

Source: Bureau Européen des Unions des Consommateurs, 1992 figures

across member states.

Second, the level of service offered by insurers can differ. "Belgian consumers expect their brokers to drive to their homes at all hours of the day to settle claims. I don't know whether that makes economic sense or not but that is what people have come to expect," Mr Robyns explains.

Third, despite the common regulatory framework of today's directive, legal disparities remain. Some classes of insurance – kidnap and ransom policies in Italy, for example – are illegal in parts of the EU. There are fears that interpretations

by national regulators of the "general good" – a Europe-wide legal principle could restrict the commercial freedom of companies despite the provisions of the single licence.

Moves to vary premium rates for certain classes of customer could be seen as discriminatory, for groups such as ethnic minorities.

Fourth, variations in tax regimes will have an impact on life insurance business because sales are often driven by tax advantages. While restrictions to cross-border sales have been lifted by the new directive, a European Court ruling of 1982 keeps others in place. Indi-

Bruce Clark follows the trail of western diplomats to an Orthodox Christian enclave in Turkey

Hosanna in oasis

An unusual number of black limousines with diplomatic plates have been spotted recently in the winding alleyways of Fener, a rundown stretch of waterfront on the Golden Horn of Istanbul.

Travelling in these august vehicles have been foreign ministers, or top diplomats, from France, Italy, the US and Greece; and the man they visited is Patriarch Bartholomew I, senior spiritual figure among the world's 160m Orthodox Christians.

For a churchman who keeps a low profile, at least in his native Turkey, the 270th Patriarch of Constantinople is receiving an impressive flow of callers.

At the same time, the 53-year-old prelate – a shrewd, genial and erudite figure who speaks six languages – is getting some less desirable sorts of attention.

The windows of his residence, a wooden mansion where the scent of floor-polish and fresh flowers mingles with more pungent odours from the street, are continually broken by stones, apparently cast by local hooligans.

Attacks on him in the Turkish press have increased since the

March elections, when an Islamic-leaning party captured the municipality of Istanbul. In May, three small bombs were discovered on his doorstep.

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eastern Ukrainians.

So for diplomats as well as theologians, it matters more and more what the Patriarch says; and also where he resides.

His existence as a tiny island of Christianity in a Muslim Turkish sea is precarious; and for that reason, he has a vested interest in advocating ethnic and religious tol-

erance. Interviewed in his dignified but far from luxurious quarters, he presented the Orthodox view in much more conciliatory language than is generally heard in countries where his flock are the majority.

On the future of Turkey, a country of which he is legally obliged to be a loyal citizen, he is a strong advocate of the liberal, pro-western

ideals of Kemal Ataturk, the state's founder.

"There are obstacles to Turkey's full entry into Europe, but they should be overcome. Turkey should become a full member of the European family, where she has so much to offer." He welcomes the fact that some fundamentalists have been purged from Turkey's army and education system; but he is alarmed by the sight of women wearing Islamic dress, and by calls for Islamic law. "The fundamentalists have become better organised, more emboldened... It will be harder now for anyone to rein them in."

Yet the Patriarch – in contrast with the frank intolerance of many churchmen in Greece and Russia – is an advocate of dialogue with the "great monotheistic traditions" of Islam and Judaism as well as with the other branches of Christianity.

Patriarch Bartholomew is unequivocal in denouncing the anti-Jewish prejudice which informs the public comments of some headline Russian bishops. "It is to be condemned, because it runs counter to

religious freedom."

He acknowledges that links between the Orthodox world and the Vatican have deteriorated, because of jostling for souls in Romania and Ukraine. For three years, the Orthodox side has suspended talks about theological matters until quarrels over believers and buildings can be settled.

Yet he continues to make conciliatory gestures, even at the risk of appearing "soft on Rome" to his flock. This week he sent an envoy to the Vatican who was warmly greeted by the Pope.

As for the Anglican churches, he predicts, with a certain mischievous relish, that they will soon accept the Eastern view on the key theological dispute, concerning the significance of the Holy Spirit, which divided East and West in 1054.

"We say that the truths of the undivided Church are as follows: alpha, beta, gamma, delta... You have added certain things – where do you get them from?"

But as he speaks, his measured Greek phrases are almost drowned out by another sound, carried across the sweltering air: a muezzin is calling the Moslem faithful to prayer.

OBSERVER

Tripe in the knapsack

■ One day it's random shelling by the Serbs, the next it's goat for supper, who'd be a Bosnia-based British squaddie?

Among the weighty topics pondered by the House of Commons' defence committee's statement on Britain's 1994 defence estimates, paragraphs 42-45 consider the rations of British forces serving in former Yugoslavia.

The British army is apparently under pressure from the United Nations to adopt a (cheaper) UN rationing system. The UN is fed up with paying the Brits "twice the UN per capita rate".

Mind you, they have funny ideas about these matters at the UN. A UN "food week" is either six or seven days; "even-numbered" weeks have six days, "odd-numbered" seven. On six-day weeks the poor old UN campaigner must eat the rations he carries with him – "to turn over stocks".

Leaving that little problem aside, there is the question of the UN's menu. Its idea of a square meal is "falouky without garlic", while such delicacies as black pudding, Marmite, steak and kidney pudding, shredded wheat and mussels, are off-limits.

This is a "far from trivial concern" thunders the defence committee, which is counting on ministers to intervene to prevent

any deterioration in either quality or quantity of food on British mess tables. Soakra-bashing may not replace the spud yet awhile.

They're off!

■ Why did Hong Kong's legislative council cram its deliberations on governor Chris Patten's democracy proposals between the start of Wednesday and the ungodly hours of Thursday morning, when matters wound up at 4.50am?

Patten wanted the session to span two days. To his annoyance – he must be getting annoyed at the frequency with which he is annoyed these days – he was overruled by John Swain, LegCo president.

Swain had an urgent appointment elsewhere. He had to be at Britain's Sandown Park for today's big race – the £80,000 Royal Hong Kong Jockey Club Trophy.

Homeward bound

■ No word yet on Sir Andrew Hugh Smith's plans after he steps down as chairman of the London Stock Exchange in a fortnight. But Martin Hall, head of Hugh Smith's propaganda machine, is already being courted by headhunters. Maybe he will succeed Rosalind Gilmore as chairman of the Building Societies Commission.

A former Treasury buffon, he helped draft the Building Societies Act. One drawback – does the BSC



have a long-term future? And the job is only a Grade-II civil service post – so Hall might have to take a hefty pay cut.

Only dregs

■ Brazilian dexterity is not limited to the soccer field. The Dart family, the polystyrene-cup billionaires holding \$1.4bn of old Brazilian bank loans, who refused to join the giant bank debt restructuring in April, has sued the Brazilian central bank. They are seeking \$60m of back interest and accelerated payment of the \$1.4bn.

The Darts are about to find out

that their cup runneth not over. In anticipation of their attitude, the Brazilians ensured the collateral which backs the debt restructuring was not held – as is traditional – with the New York Fed. Instead, it was placed with the Bank for International Settlements in Basle, in the hope of keeping it beyond any court action. Sensible move.

Right Charlie

■ It is rare to see anyone – never mind a future king – agree to being grilled about sexual dalliances on television, the lowest common denominator of contemporary culture. An instance perhaps, as Lord Byron put it in Don Juan, of "Not quite adultery, but adulteration".

After eight

■ A final savoury from Corfu. When European Union leaders were asked to mark their cards in favour of candidates to succeed Jacques Delors as president of the European Commission, the only piece of paper to hand was the dinner menu.

Jean-Luc Dehaene, Belgian premier, came top with eight votes; but *côte de veau* came in second, with Ruud Lubbers third, and a Greek dessert fourth. Sir Leon Brittan managed only fifth with just one vote, from John Major. Brittan is upset. The Greek presidency's decision to hold a

There's the rub

■ Guess where the National Union of Mineworkers is holding its annual conference this weekend? No, not Scarborough, Eastbourne or even Jersey.

Arthur Scargill will rally what's left of his union in Blackpool's Miners' Convalescence Home. But the agenda's familiar enough, including a motion for a £90 a week across-the-board pay rise and the threat of strike action if they don't get it. They will also be discussing Angola etc. No wonder the NUM has shrunk from nearly 200,000 members in 1985 to fewer than 10,000. The physiotherapists' union has more members.

Fare play?

■ The break-up of British Rail has given the various operators a field day in passing the buck. Wednesday's rail strike afforded a signwriter at Guildford station this opportunity to confuse:

"Whilst South West Trains are not directly involved in the dispute we regret the problems that this will cause."

It's not our fault guy – but we'd like it to be.

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IN BRIEF

Consortium buys Iva special steels

A German-Italian consortium led by Krupp Hoesch, Germany's second-biggest steelmaker, paid almost £600m (\$743m) for Acciai Speciali Terni (Ast), the special steels section of the state-run Iva group. Page 22

Commerzbank advances 30%
Commerzbank's total operating profits climbed by "more than 30 per cent" in the first five months of the year. Page 22

UAL changes buy-out deal
United Airlines, the US carrier that is days away from putting the world's biggest employee buy-out to the vote, announced a last-minute change to the compensation deal for existing shareholders. Page 24

Betting on profits
Gaming is big business in Malaysia, accounting for as much as 4 per cent of gross domestic product. Page 24

Spanish bank recruits from rival
Banco Central Hispano, the Spanish bank suffering from weak profits, has hired Mr Angel Corrosteigui, a former top executive at rival Banco Bilbao Vizcaya, as its chief executive. Page 23

Dialling competition in Canada
A seemingly insignificant change in the way Canadians make their long-distance calls, which takes effect today, could prove to be the key which opens the country's entire telephone network to competition. Page 23

S&P to issue new risk rating
Standard & Poor's, the US credit rating agency, is to introduce a new type of rating. Page 26

Asda warns of margin pressure
Mr Archie Norman, chief executive of Asda, warned of continuing pressure on profit margins in UK food retailing, as he unveiled a resilient performance from his own company, with underlying profits up 43 per cent. Page 28

Inchcape cools on Gestetner link
Gestetner shares fell 19p to 144p yesterday after Inchcape, the international services and marketing group, said it would not exercise an option to increase its stake in the UK distributor of office equipment and photographic supplies. Page 28

NatWest expands in US
National Westminster Bank yesterday announced that it would expand its US retail banking subsidiary further by spending \$300m in shares and cash to buy Central Jersey Bancorp, a retail bank with assets of \$1.8bn. Page 28

RTZ set to sell US gold mines
RTZ, the world's biggest mining group, is believed to be negotiating to sell most of its US gold mines to Royal Oak Mines, the ambitious Vancouver-based company headed by Mrs Margaret "Peggy" Witte. Page 30

Eurocamp reports bigger loss
Eurocamp, the UK tour operator specialising in self-drive camping holidays, reported an increased interim loss. Page 30

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Chief price changes yesterday		
FRANKFURT (DM)		
Alcoa	700	+ 14
Alstom	200	+ 11
Boch	344.5	+ 10.5
Bayer	145	+ 2.2
Beckhoff	85	+ 1.7
Boch	337.5	+ 1.5
NEW YORK (\$)		
Alcoa	54 1/4	+ 1 1/4
Alstom	20	+ 1 1/4
Boch	18 1/4	+ 1 1/4
Boch	6 1/4	+ 1 1/4
Boch	6 1/4	+ 1 1/4
PARIS (FF)		
Alcoa	280	+ 10
Alstom	200	+ 10
Boch	344.5	+ 10.5
Bayer	145	+ 2.2
Beckhoff	85	+ 1.7
Boch	337.5	+ 1.5

LONDON (Pence)		
Alcoa	280	+ 10
Alstom	200	+ 10
Boch	344.5	+ 10.5
Bayer	145	+ 2.2
Beckhoff	85	+ 1.7
Boch	337.5	+ 1.5

Baby Bells combine cellular arms

By Martin Dickson in New York

Two of America's largest "Baby Bell" local telecommunications groups - Bell Atlantic and Nynex - are combining their cellular wireless interests in a new company.

The new venture, announced yesterday, will compete aggressively with long-distance rivals trying to establish national networks in the fast-growing mobile communications market. The companies said it might have a market value of around \$13bn.

Bell Atlantic, which serves the

Mid-Atlantic region, and Nynex, which serves New York and New England, are each among the 10 largest cellular telephone companies in the US. The combined group will be in second place, in terms of potential customers, behind McCaw Cellular Communications and ahead of GTE.

It will also give them a combined licence area running down the eastern seaboard of the US from Maine to South Carolina.

The deal, which will require the approval of federal regulators, is the first alliance on such a grand scale by two "Baby

Bells" since these companies were spun off from long-distance carrier AT&T in 1984 in an anti-trust court settlement.

It comes as America's two largest long-distance carriers are trying to establish networks linking the nation's fragmented patchwork of cellular telephone licence areas, each of which supports two operators.

AT&T, the largest long-distance group, is waiting for regulatory approval to buy McCaw for \$12.6bn, while MCI Communications, in which British Telecom has a 20 per cent

stake, has allied with wireless operator Nextel Communications. Both local and long-distance companies are also preparing to bid for licences to provide a new kind of wireless communication - personal communications services (PCS) - which the Federal Communications Commission is due to auction at the end of this year. The various groups want to incorporate PCS into their national wireless networks.

Mr Lawrence Babbio, who will head the management committee of the Nynex-Bell Atlantic joint venture, said: "We have the four-

foldation for building a national wireless presence by obtaining PCS licences and by bringing like-minded PCS providers into our new alliance."

Bell Atlantic will own 62.35 per cent of joint venture and Nynex 37.65 per cent, but it will be controlled equally by both.

If approved, the deal could pave the way for other cellular alliances between Baby Bells. It could also undermine the argument put forward by some Bell companies that the AT&T takeover of McCaw should not be permitted on competition grounds.

US rail merger valued at \$2.8bn

By Richard Tomkins in New York

Two of the biggest railways in the US, the Burlington Northern and the Santa Fe Pacific, yesterday announced they planned to merge in a deal worth \$2.8bn.

If allowed, the merger will create the biggest railway in the US, joining two complementary networks spreading from the west coast to the midwest. It will be called the Burlington Northern Santa Fe.

However, the deal faces an investigation by the Interstate Commerce Commission, a federal regulatory body which seven years ago ordered the unbundling of a merger between Santa Fe and Southern Pacific, another railway in the same region, on the grounds that it was anti-competitive.

Bosch falls into red with further loss likely

By David Waller in Frankfurt

Robert Bosch, the privately owned German electronic and vehicle parts manufacturer, said it made an operating loss of more than DM100m (\$63m) in 1993, falling into the red for the first time since the second world war. The group refused to give further details of the loss, adding only that it ran into "high three figures".

Mr Hermann Scholl, chairman, said yesterday that the decline reflected recession, pressure on prices from the car manufacturers, low capacity utilisation, the strength of the D-Mark and the cost of introducing swingeing rationalisation measures.

There had been an improvement in the general economic climate this year, he said. Turnover rose 6 per cent to DM13.7bn in the first five months of 1994, mainly due to a pick-up in demand outside Germany. He predicted that current year sales would rise by 4 per cent and that growth would be modest in 1995.

Despite the improvement in the economy and extensive

Martin Dickson analyses a possible merger between a modest cable television shopping channel and a mighty US network

CBS ready to tune in to the Diller sizzle

What Hollywood wits call the "Diller sizzle" may soon be back in US prime-time television after a 2 1/2 year absence.

Mr Barry Diller, the entertainment industry executive behind such hits as "The Simpsons" television cartoon series and the "Indiana Jones" adventure movies, is negotiating a possible merger between QVC Network - the modest cable television shopping channel which he heads - and CBS, one of America's big three national television broadcasting networks. CBS yesterday confirmed it was discussing a merger with QVC.

Mr Diller, 52, could become chief executive of the combined entity, returning to national television broadcasting for the first time since February 1992 when he stepped down as chief executive of Fox Inc, the film and television arm of Mr Rupert Murdoch's News Corporation media empire.

His resignation from Fox shocked the film world because Mr Diller had built the upstart Fox Broadcasting into a fourth national television network - defying industry opinion that there was no room for a fresh challenger to the established trio of CBS, NBC and ABC.

Mr Diller explained that he wanted to build a media empire of his own. After finding a quoted vehicle for his ambitions - the far-from-glamorous QVC - he made his first big foray last autumn, an unsuccessful \$100m bid for film and publishing giant Paramount Communications, which merged instead with cable programmer Viacom.

A deal with CBS would go a long way to fulfilling Mr Diller's ambitions and could also bring big benefits to the network.

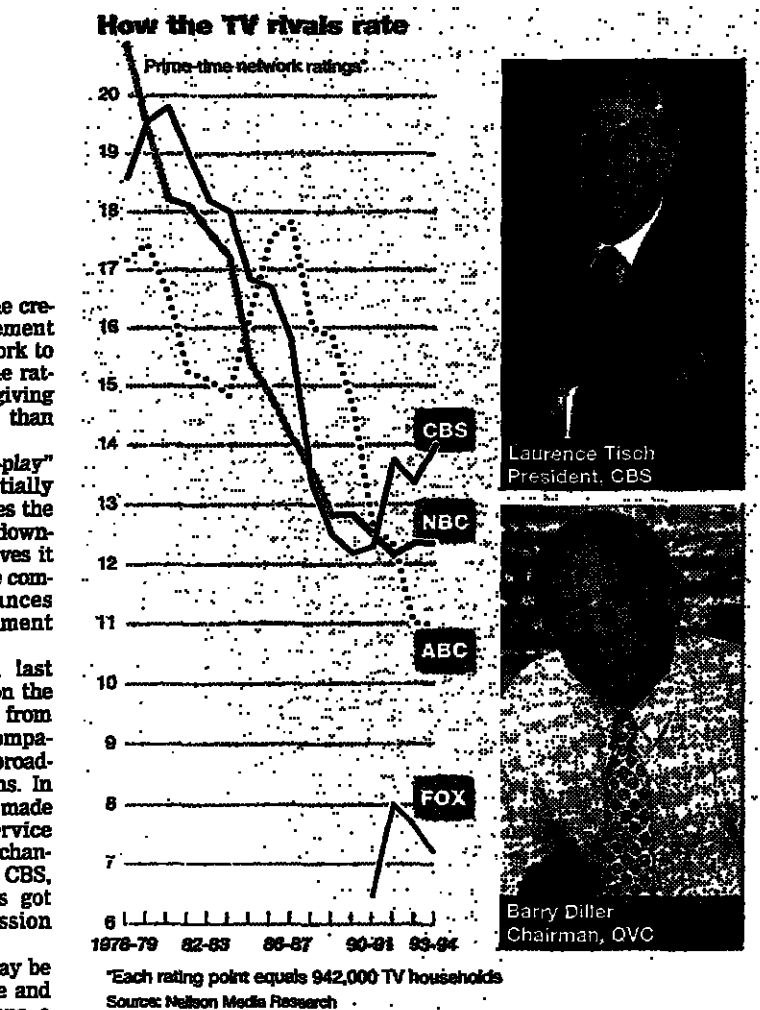
CBS has ranked first in prime-time television ratings for the past three years, but nevertheless has come under persistent Wall Street criticism for its strategy under Mr Laurence Tisch, the 71-year-old investor who took a controlling stake in the group eight years ago, knowing little about the entertainment industry.

There are two main complaints.

First, Mr Tisch has pursued a strategy unique in the entertainment industry of maintaining CBS as a pure, stand-alone television broadcasting business. He sold off peripheral assets, including the magazines division and CBS records.

He also refused to follow NBC and ABC when they acquired interests in cable television, which has whittled down the broadcast networks' share of the national audience from around 90 per cent 20 years ago to just over 60 per cent now.

Mr Tisch is proud of the fact that this policy, combined with a



Home shopping is still in its infancy, but it is predicted that it will show spectacular growth when interactive technology is eventually introduced, allowing viewers to click on a remote control to place an order, rather than dialling a phone number as now. It is the boundless opportunities of inter-active entertainment which has attracted Mr Diller to the sector and which could be capitalised on by CBS.

A link-up with QVC would also give CBS ties to two of the most powerful cable service companies in the US, Tele-Communications Inc (TCI) and Comcast, both of which have significant investments in the shopping channel. It would be an ironic twist of fate for Mr Tisch, proud defender of broadcasting against the incursions of cable.

Although passenger trains in the US are operated by the state-owned Amtrak, all the country's track infrastructure and freight trains are owned and operated by private sector companies.

Recently the freight railways have enjoyed a surge in profitability caused by growth in the US economy, big increases in efficiency and productivity, and a lack of capacity in the road haulage industry resulting from driver shortages.

West of the Mississippi, Burlington and Santa Fe are two of four big railways. The others are Southern and Union Pacific.

Burlington and Santa Fe said the proposed merger was not anti-competitive because their networks were complementary rather than competing, connecting with one another at the ends of their routes. The combined railroad would compete mainly with Union Pacific.

The two companies said the merger would result in substantial cost savings through operational improvements, higher traffic densities and reduced administrative costs.

The Interstate Commerce Commission is unlikely to rule on the merger until the end of 1995.

Mr Gianni Agnelli, chairman of Fiat, said yesterday that the automotive and industrial group should return to profit this year and this time next year the board would also consider paying a dividend on ordinary shares. Turnover increased more than 10 per cent in the first four months of 1994. Details, Page 22

rationalisation, Mr Scholl warned that Bosch would make an operating loss again this year. Price pressure would not diminish, and measures to cut costs and improve productivity would have to continue.

The group plans to shed 4,100 jobs this year, following a 13,200 cut in 1993. The total number of employees will be 152,500 by the end of the year.

The cluster of negative factors last year led to a 5.7 per cent drop in sales to DM32.5bn, after DM34.4bn in 1992, the first fall in group turnover since 1987. Despite the operating loss, regarded as the main internal measure of performance, a pre-tax profit of DM510m was made, down 63 per cent from DM1.36bn, while net after-tax earnings fell 17 per cent from DM512m to DM428m.

Bosch said it would be restructuring its communications technology activities. Public communications technology, private communications technology and radio technology are to be brought together into one division from July 1. The division, which generated turnover of DM5.5bn last year, will be divided into 12 product areas while the businesses will pool research and development, marketing and other resources. Mr Scholl said the new structure was designed to strengthen Bosch's position in a growing but intensely competitive market.

First, Mr Tisch has pursued a strategy unique in the entertainment industry of maintaining CBS as a pure, stand-alone television broadcasting business. He sold off peripheral assets, including the magazines division and CBS records.

He also refused to follow NBC and ABC when they acquired interests in cable television, which has whittled down the broadcast networks' share of the national audience from around 90 per cent 20 years ago to just over 60 per cent now.

Mr Tisch is proud of the fact that this policy, combined with a

CBS's sports line-up is generally regarded as weak and its nightly news broadcast hum-drum, but opinion is divided over the rest of its programming. Many advertisers think the network's prime-time line-up for next autumn is particularly strong.

A deal with QVC could help CBS overcome both of the weaknesses perceived by Wall Street. First, it would bring in the immense creative energy of Mr Diller, who boasts one of Hollywood's most distinguished track records. He made his name at ABC in the early 1970s and between 1974 and 1984 headed the Paramount film studios.

He could help CBS capitalise on changes in US anti-trust regulations which, for the first time in 20 years, will allow the big three networks to own and produce the bulk of their prime-time entertainment programmes.

Second, a deal would thrust CBS into the cable programming industry. QVC runs two home shopping channels which sell products ranging from jewellery to clothing and cookware.

Broker quits Black's group

By Tony Jackson in London

Mr Conrad Black's Telegraph group received a blow to its prestige yesterday as Cazenove, one of London's most respected stockbrokers, resigned as broker to the company. Though no reason was given, it is understood that the move was related to last month's sale of 53m of Telegraph shares by Mr Black's private company.

Last week The Daily Telegraph cut its cover price, causing the shares to fall by more than a third.

It was also announced yesterday that the Office of Fair Trading would make inquiries into the newspaper price war being waged between The Daily Tele-

graph and The Times, owned by Mr Rupert Murdoch.

A senior Cazenove official said this was the first time Cazenove had voluntarily resigned as stockbroker to a company in recent memory. The Telegraph's shares fell 15p yesterday to 364p.

A Telegraph spokeswoman expressed regret at Cazenove's decision. The Telegraph would "not necessarily" have difficulty in placing its shares in future, she added. It is to remain with its joint broker, Panmure Gordon, which was not involved in last month's share sale nor in The Telegraph's initial flotation.

Cazenove became corporate adviser to The Telegraph in 1983 - when the Canadian newspaper

proprietor first acquired his stake - and stockbrokers on its flotation in 1982. While Cazenove declined to comment, institutional investors suggested that the broker, acting in good faith, might have drawn clients' attention to passages in The Telegraph's latest annual report which seemed to argue against price cuts.

The OFT's announcement was welcomed last night by Labour's consumer affairs spokesman, Mr Nigel Griffiths. Urging a referral of the matter to the Monopolies and Mergers Commission, Mr Griffiths described The Daily Telegraph's role in the price war as "reactive", and the role played by Mr Murdoch as "predatory".

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INTERNATIONAL COMPANIES AND FINANCE

German-Italian grouping buys Ilva steels division

By Michael Lindemann in Bonn and Robert Graham in Rome

A German-Italian consortium led by Krupp Hoesch, Germany's second biggest steelmaker, yesterday paid almost £600m (\$974.3m) for Acciai Speciali Terni (Ast), the special steels section of the state-run Ilva group.

The German-Italian consortium, 50 per cent of which is owned by the three Italian steelmakers Riva, Agnelli and Falck, made a better offer than an earlier bid from a Franco-Italian group which had only weeks ago threatened to contest the bid with a court case.

It remained unclear last night whether the rival group - led by Usinor-Sacilor, the French steelmaker, and including Lucchini, Foroni, Snc and Euroacciai - would press ahead with a complaint to the European Commission.

A spokesman for Krupp Hoesch would not reveal details about the German-Italian consortium, but said

that the German company's worldwide distribution network and strong position in the special steel markets left it in an "optimal position to take over Ast".

Special steels have fared much better than other steel products during recent turbulence on world steel markets. New uses in catalytic converters and construction meant the sector was developing better than other areas of the steel business, according to Mr Jürgen Gassen, a spokesman for Krupp Hoesch.

With Ast in its portfolio, Krupp Hoesch's share of the European stainless steel market will rise from 27 to 43 per cent.

Had the French consortium won, Usinor's share would have increased from 18 to 33 per cent.

As part of its continuing restructuring, Krupp Hoesch last week broke its steel division into four separate units in order to be able to adapt more quickly to different markets.

The Krupp Hoesch-led consortium entered a bid for Ast only in mid-May, just at the time when Riva, the private Italian group, gave up its interest in Eiko Stahl, the ailing east German steel plant. There has been speculation that Krupp Hoesch persuaded Riva the Ast venture would be more interesting.

The Ast sale is part of a broader restructuring of Italy's state steel interests grouped around Ilva, a process being carried out by Iri, the state holding company. The special steels operations based around Terni are the first to be sold and have been separated from the flat products produced at the loss-making complex in Taranto.

The 50 per cent stake in Ast will become part of a joint venture between Krupp Hoesch and Thyssen, Germany's largest steelmaker, which is due to come into being on October 1. Krupp Hoesch will hold a 60 per cent stake while Thyssen will hold the remainder.

German bank ahead 'by more than 30%'

By David Waller

Commerzbank's total operating profits climbed by "more than 30 per cent" in the first five months of the year, Mr Martin Kohlhausen, the bank's chairman, said yesterday.

Partial operating profits, which exclude the profits generated from the bank's own-account trading activities, increased by more than 15 per cent, he said.

The comments came only weeks after the bank reported an 11 per cent increase in partial operating profits for January to April this year, serving to emphasise the robustness of the bank's earnings in spite of bad market conditions and poor share price performance, in common with other German banks.

Commerzbank's shares, unchanged yesterday at DM324, have dropped nearly 17 per cent since the beginning of the year whilst German bank shares as a whole are down by more than 20 per cent.

Provisions for the year as a whole would be high, Mr Kohlhausen predicted at a press conference in Luxembourg, but would not necessarily be higher than last year when Commerzbank was the only one of the big German banks to reduce total provisions.

The total operating profits are calculated after taking account of provisions for bad and doubtful debts.

Mr Kohlhausen said the result to date included a "good three-digit" contribution from own-account trading - that is, more than DM100m.

Interest income rose by 7.8 per cent in the five months while fee income rose by 5.6 per cent.

The preliminary figures did not as yet include any extraordinary profit from the sale of a stake in the Karstadt retailer or the DBV insurance group, the chairman indicated.

For last year as a whole total operating profits rose by nearly a quarter to DM1.53bn (\$810m).

Automotive and industrial group says turnover rose 10% in first four months

Fiat confident of return to profits

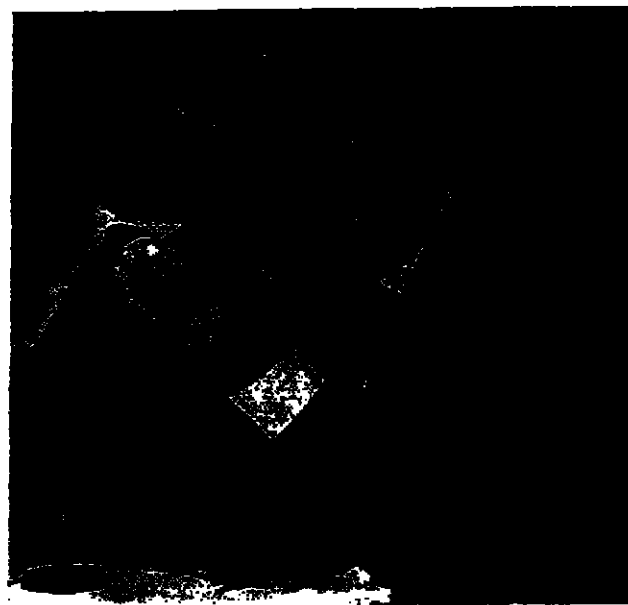
By Andrew Hill in Turin

Fiat, the Italian automotive and industrial group, should return to profit this year, Mr Gianni Agnelli, chairman, said yesterday.

Fiat recorded the largest loss in its history last year - £1.783bn (\$1.11bn) after tax and minority interests - but Mr Agnelli told shareholders at yesterday's annual meeting that the company's full-year result would "certainly be better than break-even".

At a press conference after the meeting, the chairman indicated that, unless market conditions deteriorated, the board would also consider paying a dividend on ordinary shares this time next year. This year Fiat did not propose an ordinary share dividend, for the first time since 1947.

In the first four months of 1994, Mr Agnelli said Fiat had increased turnover by £1.855bn to £19.815bn - up more than 10 per cent on the same period in 1993. Operating profit for the period was about 1 per cent of sales, after £700m of research and development expenditure, compared with an operating loss in the first four months of last year.



Gianni Agnelli: full-year result 'certainly better than break-even'

For the full year, Mr Agnelli said Fiat was expecting an increase in consolidated sales to more than £62,000m, from £54,556m in 1993, and an improvement in net borrowings, which stood at £5,247m at the end of 1993. Mr Cesare

Romiti, group chief executive, said net debt was £3,700m at the end of May.

Mr Agnelli blamed the effects of the international recession, and in particular the difficult situation in the European automotive sector, for the

poor results last year. "To some extent this had been expected, but no source had predicted the scale of the disaster until well into the year," he told shareholders. "It can only be matched by the collapse in demand after the first oil shock 20 years ago."

He said the overall European car market had begun to recover in 1994, recording a 5 per cent increase in sales during the first five months. But in Italy, car sales declined by 4 per cent against the equivalent period last year, adding to the 20 per cent drop in 1993.

Mr Agnelli pointed out that in France, Spain and Denmark - where the governments have taken measures to improve demand - car sales had increased substantially in the first five months of 1994. However, Mr Agnelli denied that Fiat had lobbied the new Italian government for incentives.

The group said yesterday that by the end of May it had received 430,000 orders for the Punto, its new small car, and delivered 225,000 vehicles.

Separately, Mr Agnelli said negotiations between Fiat and Renault of France, about pooling their financial resources around the world, had ended.

Consortium may place bid for NCP

By Norma Cohen, Simon Davies and Paul Taylor in London

A consortium of venture capital investors, led by UK insurance group Prudential, is understood to be behind one firm bid for National Parking Corporation, the UK group which owns National Car Parks and the fast-growing National Breakdown Recovery service.

It is believed that the consortium also includes Electra, the unquoted companies investment trust, CnVen, the venture capital arm of British Coal's in-house funds manager, and Morgan Grenfell Development Capital, the venture capital arm of NCP's financial adviser, Morgan Grenfell.

The shares rose to 57p yesterday in over-the-counter trading, valuing the private company at \$675m, as investors reacted to news of a bid approach.

BPB ahead at £107m as price war ends

By Andrew Taylor, Construction Correspondent

Pre-tax profits at BPB Industries, Europe's biggest plasterboard manufacturer, rose 87 per cent to £107.7m (\$70.3m) during the year to March as the company continued to recover following the end of a "destructive price war".

The profits increase announced yesterday was higher than expected and BPB's shares rose 4 1/2 per cent to 302p. The price war, which finished in 1992, was waged between the UK group, which controls about 50 per cent of the west European market, and Lafarge Coppée of France and Knauf of Germany, which split the remainder roughly equally.

BPB said the price of plasterboard in Germany, France and the UK had risen by about a quarter since March 1992 but was still about 25 per cent lower than in 1990.

Mr Alan Turner, chairman, said that prices might rise a further 2 or 3 per cent this year, but future growth was more likely to be generated by increased sales rather than price increases.

He said the three manufacturers had finally seen common sense and ended a price war estimated to have cost the industry £200m in lost revenue since 1989.

Prospects now looked bright with European construction activity forecast to recover over the next two years.

BPB's rise in pre-tax profits was achieved in spite of a £3.9m increase in redundancy and reorganisation costs to £15.2m. Earnings per share rose by 85 per cent to 16p, compared with 8.1p.

Turnover increased 2.3 per cent from £1.12bn to £1.15bn. A 10 per cent rise in the final dividend to 5.5p (4.5p) made a total of 8.1p for the year. Lex, Page 20

Restructuring pays off as IRI sees sharp reduction in losses

By Robert Graham in Rome

IRI, the Italian state holding company, yesterday forecast a large reduction in losses during 1994, to £1.360bn (\$864m) from more than £1.023bn.

The improved performance was predicted by Mr Romano Prodi, the outgoing chairman who resigned a month ago.

It reflects the broad restructuring led by Mr Prodi during the past year, and includes revenue from privatisation.

The main losses, totalling £4,568bn, were blamed on restructuring at the Iva steel group and at Iriberna, the civil engineering and construction subsidiary.

The IRI annual meeting also

confirmed the holding's total debt had reached £79,783bn, equivalent to almost 5 per cent of Italy's GDP.

The much-expected announcement of a replacement for Mr Prodi failed to materialise yesterday, indicating continuing problems within the Berlusconi government on the nomination.

A compromise being discussed is that Mr Enrico Michele, the current managing director, take over in the role of chief executive.

Ferruzzi Finanziaria, the Italian food and chemicals group, said operating profits in the first five months of 1994 were 46.5 per cent higher than during the same period last year, AP-DJ reports from Rome.

The company said at its annual shareholders meeting that gross operating margins were 6.8 per cent in the first five months of 1994, compared to margins of 5 per cent last time.

It said it expected to cut its debt to £11,000bn by the end of 1994, compared with £21,950bn in 1993. The reduction will come from restructuring of the debts, capital increases and sales of assets.

Ferruzzi also said gross operating profits for the first two months of 1994 were £447bn, up 36 per cent from the year-ago period.

The restructuring plan has provided total estimated benefits of £800bn so far, of which £285bn accrues to Montedison, the chemicals group, according to the company.

Danisco lifts payout after 25% advance

By Hilary Barnes in Copenhagen

Danisco, the Danish food, beverages, and packaging conglomerate, has proposed an increase in the dividend to DKK14 from DKK12 per share, after a 25 per cent rise in net financial items, to DKK1.03m (\$166m) from DKK826m.

Sales in the year to the end of March were down slightly to DKK12.84bn from DKK13.02bn, reflecting the disposal of manufacturing company Niro Atomtor.

Sales by other units rose 16 per cent. Two-thirds of the increase came from Swedish sugar producer Sockerbolaget, which only featured in the accounts for part of the previous year. Net profits were DKK590m against DKK565m.

NEW ISSUE

This announcement appears as a matter of record only.

June 1994



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INTERNATIONAL COMPANIES AND FINANCE

BCH recruits chief from rival Spanish bank

By Tom Burns in Madrid

Banco Central Hispano, the Spanish bank suffering from weak profits, has hired Mr. Angel Corcostegui, a former top executive at rival Banco Bilbao Vizcaya (BBV), as its chief executive.

Mr. Corcostegui was a BBV board member and the managing director of its capital markets and international banking division. His move represents an unprecedented upheaval in the top echelons of Spanish banking.

Banco Central said the move had the consent of BBV and was in a "spirit of collaboration" between the two institutions.

Earlier this year chairman Mr. José María Amusátegui pruned the Banco Central board from 39 to 28 members and disclosed that he was seeking a new chief executive.

The decision to bring in an outsider has avoided a choice between senior executives of Banco Central and Banco Hispanoamericano, the two insti-

tutions which merged in 1991 to create Banco Central Hispano.

Analysts in Madrid said that Mr. Corcostegui had recently been under pressure at BBV because the large government debt positions built up this year could have a potentially negative implication for the bank's results.

As Banco Central chief executive, Mr. Corcostegui faces the challenge of increasing earnings from the bank's extensive retail network and of overseeing a strategy to pare its industrial portfolio.

First-quarter results were disappointing, with an 11.8 per cent fall in attributable net profit. Banco Central expects to post flat profits this year.

In recent months Banco Central's image has been severely dented by international rating agencies, which have lowered their ratings on its short-term commercial paper and long-term debt.

Credit agencies have cited concern over the bank's asset quality and weak core profits.

Second Chinese group plans to list on ASX

By Nikki Tait in Sydney

A second Chinese company is to list on the Australian Stock Exchange next month, furthering the exchange's plan to have an "Asian board" operating in about a year.

The new company is Canada Land, a Hong Kong-incorporated group which is developing property in Guangzhou. It plans to issue 25m shares at A\$0.35 each, and says that

money raised will provide additional working capital.

It has four development projects - comprising a mixture of residential and office properties - under way in the southern Chinese city. Completion dates range from 1994 to 2000 for the final phases of the FangCun Metro Station West.

Most of the projects are being developed by joint venture companies involving the Chinese government.

Canada dials up long-distance network war

Deregulation is shaking up the telecoms market and squeezing local services, writes Bernard Simon

A seemingly insignificant change in the way Canadians make their long-distance calls, which takes effect today, could prove to be the key which opens the country's entire telephone network to competition.

Since regulators cleared the way in 1992 for competition in the long-distance market, any telephone user seeking an alternative to Stentor, the firmly-entrenched consortium of local phone companies, has had to dial an access code of up to 17 digits.

Stentor's fledgling rivals have blamed this finger-numbing exercise for the consortium's continued domination of the long-distance market, where it still enjoys a 92 per cent share.

From today, however, the local companies must give their competitors equal access to the long-distance network. Whichever service subscribers choose to use, they will simply dial the prefix "1" for a long-distance call.

The change has been accompanied by a blizzard of advertising and a bewildering variety of cut-price offers, reflecting the newcomers' view that equal access is their opportunity for a breakthrough.

Today's changes mean that "at least at the consumer level, the playing field gets somewhere near to being level".

says Mr. George Harvey, chief executive of Unitel, the biggest of Stentor's new rivals, which is 20 per cent-owned by the AT&T of the US. Unitel predicts its share of the long-distance voice market will climb over the next two to three years, from between 4 and 5 per cent to 15 per cent.

Bell Canada, the biggest Stentor partner, which provides local services in Ontario and Quebec, acknowledges it could lose at least 20 per cent of its market share by the end of this year.

However, many of the new arrivals are not expected to survive a ferocious price war. There have already been some acquisitions and mergers among the dozens of resellers which lease lines in bulk from the telephone companies and then offer cut-rate services to subscribers.

Stentor and its members have responded far more vigorously to the threat of competition than AT&T did when its hammerlock in the US was broken a decade ago.

Bell Canada has not only cut its basic long-distance rates by 30 per cent since 1987, but also offers a host of special deals to frequent users. Business customers can get discounts of up to 60 per cent. The phone companies also have the advantage of being able to track every subscriber's calling patterns.

The long-distance price war



Dialling "1" for long-distance options: most consumers are set to gain from deregulation

is bound to have ripple effects in the local market. Stentor's members have traditionally used the rich pickings from their long-distance monopoly to subsidise local services.

A Toronto household pays a basic telephone service fee of only C\$15.57 a month. All local calls are free. The Canadian Radio-television and Telecommunications Commission (CRTC), which regulates telephone services, rejected an application by Bell Canada last year to raise basic-service rates.

Long-distance services generated C\$6.4bn (US\$4.6bn) in revenues last year. Bell estimates that 15 cents a minute of its revenues, or a total of C\$1.7bn

in 1993, is channelled into local services. The cross-subsidy in the US is only about 3 cents.

The telecoms have so far managed to boost local revenues by selling a plethora of high-margin optional features, ranging from phones which display the origin of an incoming call, to beeps which alert a caller to another call on the line.

This business is unlikely, however, to compensate for the diminishing cross-subsidy from long-distance services. "There is a pressing need to move towards local rates which more closely reflect their underlying costs," says Mr. Richard French, Bell's

Bell will introduce an important local-service reform in 1996 by shifting business subscribers from a flat rate to volume-based pricing. It maintains that four-fifths of its customers will see either no change or a reduction in their phone bills. For the remaining 20 per cent of high-volume users, however, charges will rise.

Stentor's long-distance rivals will not escape the debate on local-service pricing. They currently pay a fee, set by the CRTC, for connections from the local networks.

The phone companies earlier this year asked the CRTC to allow them to "unbundle" the components required for equal access, with a separate charge applied to each one.

The aim is clearly to make competitors pay more for the use of their facilities. Unitel, however, questions Stentor's cost-allocation methods, and is equally hopeful the CRTC will sanction a reduction in fees.

The commission is expected to rule on the request this autumn, shortly after it releases a separate report on the regulatory framework for the telecommunications industry. Whatever the CRTC's conclusions, nobody doubts today's change in long-distance dialling is merely part of a much wider shake-up in Canada's entire telephone system over the next few years.

South Australia launches A\$3.1bn claim against KPMG

By Bruce Jacques in Sydney

The South Australian government has launched a claim seeking almost A\$3.1bn (US\$2.3bn) from accountants KPMG Peat Marwick. The claim relates to the financial troubles of the State Bank of South Australia in 1991. KPMG Peat Marwick acted as auditor of the bank in 1991, before the

South Australian government was forced to mount a rescue operation ultimately costing more than A\$3.15bn.

The claim, one of the largest of its type in Australia, was lodged yesterday in the Supreme Court of South Australia. It follows a A\$1.1bn claim against KPMG Peat Marwick earlier this year from the Victorian govern-

ment over the collapse of the Tricontinental finance group in 1990. That action was settled out of court for A\$138m.

● CRA, the mining company, yesterday issued a court action claiming that an offshoot of mining rival, Renison Goldfields Consolidated, infringed a patent held by CRA subsidiary, Wimmera Industrial Minerals.

● North Broken Hill has announced a deal potentially worth around A\$80m to assume control of the Yalabinda nickel project in Western Australia. The project, with an estimated development cost of A\$420m, represents an important diversification into nickel by the group.

● CSR, the building products and sugar group, says it has been dismissed from a number of asbestos-related liability suits in Louisiana. This follows acceptance by the plaintiffs' lawyers that there was no evidence that products containing asbestos supplied by CSR were sold to the shipyard where the plaintiffs worked.

CSR remains a defendant in a number of other asbestos-related cases in the US, notably in Mississippi.

THIS NOTICE IS IMPORTANT AND REQUIRES THE IMMEDIATE ATTENTION OF HOLDERS OF FOURTH PREFERENCE SHARES IN ADT LIMITED. WHEN CONSIDERING WHAT ACTION TO TAKE, SHAREHOLDERS ARE RECOMMENDED TO SEEK ADVICE FROM AN INDEPENDENT FINANCIAL ADVISER.

Notice to the holders of the 6 per cent. Convertible Cumulative Redeemable Preference Shares 2002 of U.S. \$1 each in

ADT Limited
(the "Company")

Reminder of Redemption Rights

NOTICE IS HEREBY GIVEN to the holders of the 6 per cent. Convertible Cumulative Redeemable Preference Shares 2002 of U.S. \$1 each in the Company ("Fourth Preference Shares") to remind them that a holder of Fourth Preference Shares has the option to require redemption of such shares on 3rd October, 1994 (the "Redemption Date") in accordance with the By-Laws of the Company. This notice is given under paragraph (5)(iv)(e)(1) of the schedule to the By-Laws.

In accordance with the By-Laws, the price at which each Fourth Preference Share may be redeemed is U.S. \$1,383.75, being 138.375 per cent. of the aggregate of the capital and premium paid up on the issue of the Fourth Preference Shares (the "Issue Amount"). Holders of Fourth Preference Shares will also receive a sum equal to any arrears or accruals of the fixed dividend on their Fourth Preference Shares which are redeemed, calculated down to and including the Redemption Date.

To exercise an option to redeem a Fourth Preference Share, the holder must deposit the certificate for the share at the offices of the Company's registrar (whose name and address appear below) no less than 45 nor more than 60 days prior to the Redemption Date, together with a duly completed notice in the specified form requiring such redemption. Copies of the specified form of notice of redemption may be obtained from the Company's registrar.

Accordingly, the period during which certificates and notices of redemption in respect of Fourth Preference Shares should be deposited will commence on 4th August, 1994 and end on 19th August, 1994 (Bermuda time). Once deposited, a certificate may not be withdrawn without the prior consent of the Company. If any certificate or notice of redemption is deposited outside this period it will not be treated as a valid exercise of the option to redeem the relevant Fourth Preference Shares.

If any Fourth Preference Share is not redeemed on the Redemption Date it will fall to be redeemed at the Issue Amount (being U.S. \$1,000) on 3rd October, 2002 (or earlier at the option of the Company or in the circumstances set out in the By-Laws), together with a sum equal to any arrears or accruals of the fixed dividend on that share.

BY ORDER OF THE BOARD
J.D. Campbell
Secretary

Registered Office:
Cedar House, 41 Cedar Avenue
Hamilton HM 12, Bermuda

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Company Limited, at
Ruebank Centre, 14 Bermuda Road, Pembroke,
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1st July, 1994

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Notice to the holders of International Depositary Receipts ("IDRs") for 6 per cent. Convertible Cumulative Redeemable Preference Shares 2002 of U.S. \$1 each in

ADT Limited
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NOTICE IS HEREBY GIVEN to the holders of IDRs for the 6 per cent. Convertible Cumulative Redeemable Preference Shares 2002 of U.S. \$1 each in the Company ("Fourth Preference Shares") that they may be redeemed, at the option of the holder, on 3rd October, 1994 (the "Redemption Date") in accordance with the By-Laws of the Company. This notice is given under condition 12 of the IDRs. The attention of holders of IDRs is drawn to the notice from the Depositary and the Agent at their addresses set out below.

Any holder of an IDR may request Banque Indosuez Luxembourg (the "Depositary") to give notice to the Company to require redemption of the Fourth Preference Shares evidenced by the IDR. In accordance with clause 10(1) of the deposit agreement dated September 12, 1993 between the Company and the Depositary (the "Deposit Agreement"), any holder of an IDR who wishes to elect for redemption on the Redemption Date should surrender his IDR together with a duly executed payment order at the offices of the Depositary or Credit Suisse (the "Agent") specified below, at any time on or after the date of this notice and before the close of business on 19th August, 1994. Each IDR surrendered for redemption must have attached all unattached coupons. Forms of payment order are available on request from the Depositary and the Agent at their addresses set out below.

IDRs and unattached coupons delivered to the Depositary or the Agent will be cancelled. Subject to all applicable laws and regulations and to condition 6 of the IDRs, payment of sums due on redemption will be made in accordance with the instructions contained in the directions delivered to the Depositary or the Agent.

If a holder of an IDR fails by the close of business on 19th August, 1994 to make an effective election for redemption in accordance with the instructions in this notice, the Company will not redeem any Fourth Preference Share relative to his IDR on the Redemption Date.

In order to enable payments to be made in an orderly manner, the Depositary is suspending the withdrawal of Deposited Property (as defined in the Deposit Agreement) from the date of this notice up to, and including, the Redemption Date, under condition 3 of the IDRs. The attention of holders of IDRs is drawn to the Deposit Agreement and the conditions embodied on the IDRs which contain further details about redemption and payments.

Depositary: Banque Indosuez Luxembourg
Agent: Credit Suisse
Paradeplatz 5
CH-8001 Zurich
Switzerland

1st July, 1994

End of Month S.G. Warburg Warrant Valuations

as at 30th June, 1994

	TYPE	CURRENCY	SPOT	STRIKE	PRICE	EXPIRY
Single Stocks						
BHP	Call	AUD	17.97	19.50	1.25	29th Jun 95
Bernier	Call	CHF	1185	1250	16.55	20th Jun 96
Danzas	Call	CHF	1633	1600	40.25	2nd Aug 96
China Light & Power	Call	HKD	39.50	41.00	1.00	2nd Jan 96
Dao Heng Bank	Call	HKD	22.10	32.00	0.375	25th Jan 96
Hong Kong Electric	Call	HKD	23.30	29.20	0.435	6th Feb 96
Hong Kong Telecom	Call	HKD	14.60	15.60	0.36	24th Nov 95
Hutchison Whampoa	Call	HKD	31.80	36.00	0.775	21st Dec 95
Hysan Development	Call	HKD	20.80	17.00	5.80	6th Sep 95
Sun Hung Kai Properties	Call	HKD	44.50	50.00	1.16	2nd Jan 96
Metalgesellschaft	Call	DM	201	250	6.02	31st Oct 95
Philips Electronics	Call	NLG	51.50	54.18	6.47	8th Sep 95
Saipem	Capped Call	ITL	4008	4246	456	30th Mar 95
Sip	Call	ITL	3953	3832	880.50	14th Jan 96
Stet	Call	ITL	4878	4725	964.50	14th Sep 95
Baskets						
European Airlines 1	Call	£	431	320	12.10	3rd Feb 95
European Airlines 2	Call	£	431	468.91	6.46	9th Mar 96
European Multi-Media 1	Call	£	2032	2028.57	1.95	28th Sep 95
European Multi-Media 2	Call	£	2032	2475	0.98	28th Sep 95
European Steels	Call	DM	3640	2550	114.50	12th Jan 95
UK Banks	Call	£	91	114.75	0.195	1st Jun 95
UK Food Retailers	Call	£	99.23	106.25	1.135	9th Nov 95
UK Pharmaceuticals 1	Call	£	89	98.05	0.295	26th Jan 95
UK Pharmaceuticals 2	Call	£	89	87.50	1.195	20th Nov 95
UK Support Services	Call	£	79.20	107.50	0.135	2nd Aug 95
UK Water Companies	Call	£	83	104.75	0.115	5th May 95
Italian Industrials 1	Call	ITL	20889	19665	483	31st Aug 95
Italian Industrials 2	Call	ITL	20889	24549	171.50	31st Aug 95
Italian Recommendation	Call	ITL	376875	489229	431	13th Oct 95
Swedish Capital Goods	Call	SEK	101550	112054	14.20	20th Oct 95
Asian Oil Sector	Call	USD	0.99	1.00	0.225	23rd Jun 96
Indo-China	Call	USD	0.91	1.00	0.11	8th Dec 95
Taipei Property	Call	NTD	998	800	431.50	2nd Jun 96
Taiwanese Blue Chip	Call	NTD	1128	1000	260.50	30th Mar 95
Indices						
FTSE Mid-250 Index	Call	£	3414	2900	5.66	17th Mar 95
FTSE Mid-250 Index	Call	£	3414	3470	1.87	17th Mar 95
FTSE Mid-250 Index	Call	£	3414	3670	1.08	17th Mar 95
FTSE Mid-250 Index	Call	£	3414	3900	0.53	17th Mar 95
FTSE Mid-250 Index	Call	£	3414	3945	1.48	17th Jan 96
FTSE Mid-250 Index	Put	£	3414	2900	0.05	17th Mar 95
FTSE Mid-250 Index	Put	£	3414	3470	2.85	17th Mar 95
FTSE Mid-250 Index	Put	£	3414	3270	1.88	17th Mar 95
FTSE Mid-250 Index	Put	£	3414	3900	5.67	17th Mar 95
South Africa						
JSE Overall Index	Call	Rand	5518	\$1166	15.74	15th Mar 95
JSE Overall Index	Call	Rand	5518	\$1345	9.98	15th Mar 95
JSE Overall Index	Put	Rand	5518	\$1166	19.23	15th Mar 95
JSE Industrial Index	Call	Rand	6123	\$1364	20.72	15th Mar 95
JSE Industrial Index	Call	Rand	6123	\$1569	14.24	15th Mar 95
JSE Industrial Index	Put	Rand	6123	\$1364	24.62	15th Mar 95
Relative Performance						
Volvo/OMX	Call	SEK	+32.20%	-10%	433.60	23rd Feb 95
Volvo/OMX	Call	SEK	+32.20%	+0%	354.80	23rd Feb 95
Volvo/OMX	Call	SEK	+32.20%	+10%	283.90	23rd Feb 95

S.G. WARBURG

S.G. WARBURG GLOBAL
EQUITY DERIVATIVES

FOR INFORMATION CONTACT JUSTIN CHITTENDEN ON 071-860 0517 REUTERS PAGE: WARA

C.A. La Electricidad de Caracas, S.A. S.A.C.A.
U.S. \$900,554,000
Floating Rate Bonds due 2003
Series A-1
U.S. \$15,028,000
Floating Rate Bonds due 1997
Series A-2
U.S. \$23,247,000
Floating Rate Bonds due 1995
Series B-1
U.S. \$15,028,000
Floating Rate Bonds due 1994
Series B-2
U.S. \$15,028,000
Floating Rate Bonds due 1995
Series B-3

In accordance with the provisions of the Bonds, the Bonds are to be redeemed on the Redemption Date at the Issue Amount (being U.S. \$1,000) on 3rd October, 2002 (or earlier at the option of the Company or in the circumstances set out in the By-Laws), together with a sum equal to any arrears or accruals of the fixed dividend on that share.

BY ORDER OF THE BOARD
J.D. Campbell
Secretary

Registered Office:
Cedar House, 41 Cedar Avenue
Hamilton HM 12, Bermuda

Registars: The Bank of Butterfield Executors & Trustee
Company Limited, at
Ruebank Centre, 14 Bermuda Road, Pembroke,
Bermuda HM 10, or by post to P.O. Box HM 1540, Hamilton
HM FX, Bermuda.

1st July, 1994

UNBEATABLE INTEREST. INSTANT ACCESS.
At your newspaper every Friday.
INVESTORS CHRONICLE
THE CITY INSIDE OUT

C.A. La Electricidad de Caracas, S.A. S.A.C.A.
U.S. \$900,554,000
Floating Rate Bonds due 2003
Series A-1
U.S. \$15,028,000
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U.S. \$23,247,000
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U.S. \$15,028,000
Floating Rate Bonds due 1994
Series B-2
U.S. \$15,028,000
Floating Rate Bonds due 1995
Series B-3

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HM FX, Bermuda.

1st July, 1994

RPS
Residential Property Securities No.3 PLC

£95,000,000 £150,000,000 £5,000,000
Class A1 Notes Class A2 Notes Class B Notes

Mortgage Backed Floating Rate Notes due 2025

In accordance with the provisions of the Notes, notice is hereby given that for the three month period 29th June 1994 to 29th September 1994, the Class A1 Notes, Class A2 Notes and Class B Notes will carry an interest rate of 5.58438%, 5.45418% and 6.45438% per annum respectively. The interest payable per £100,000 Note will be £653.16 for the Class A1 Notes, £1,374.80 for the Class A2 Notes and £1,634.42 for the Class B Notes.

NEWEST MARKETS
INVESTMENT MARKETS

LOW COST SHARE DEALING SERVICE
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INTERNATIONAL COMPANIES AND FINANCE

NOTICE TO HOLDERS OF
Sumitomo Cement Co., Ltd.
(Sumitomo Cement)

U.S.\$150,000,000 5 per cent. Bonds 1994
and the Warrants to subscribe for
shares of common stock of Sumitomo Cement
issued in conjunction therewith
and
U.S.\$150,000,000 3 per cent. Bonds 1996
and the Warrants to subscribe for
shares of common stock of Sumitomo Cement
issued in conjunction therewith
and
U.S.\$200,000,000 1 1/2 per cent. Bonds 1997
and the Warrants to subscribe for
shares of common stock of Sumitomo Cement
issued in conjunction therewith
and
Osaka Cement Co., Ltd.
U.S.\$100,000,000 4 1/2 per cent. Guaranteed Bonds 1995
and the Warrants to subscribe for
shares of common stock of Osaka Cement
issued in conjunction therewith
(together, the "Bonds" and the "Warrants" respectively)

Reference is made to the Notice Concerning Merger dated 14th June, 1994, published by Sumitomo Cement, a Japanese corporation, and the Notice Concerning Merger dated 14th June, 1994, published by Osaka Cement, also a Japanese corporation, which informed the holders of the Bearer Warrants listed therein of the merger of Sumitomo Cement with Osaka Cement. Notice is hereby given to the holders of the Bonds and the Warrants as follows: (a) the merger agreement (the "Merger Agreement") dated 31st May, 1994 between Sumitomo Cement and Osaka Cement was approved by shareholders of Sumitomo Cement and of Osaka Cement on 29th June, 1994; (b) under the Merger Agreement, Sumitomo Cement will succeed to all assets, liabilities, rights and obligations of Osaka Cement (including all the obligations of Osaka Cement under the Bonds and the Warrants issued by Osaka Cement) on 1st October, 1994, subject to the commercial registration of the merger being made with the appropriate Legal Affairs Bureau under the Commercial Code of Japan (which registration is expected to be made on 21st December, 1994), whereupon Osaka Cement will merge with Sumitomo Cement and be dissolved; (c) effective as of 1st October, 1994 the corporate name of Sumitomo Cement will be changed to Sumitomo Osaka Cement Co., Ltd. ("Sumitomo Osaka Cement"), but there will be no stamping or exchange of the Bonds or Warrants and the Bonds and Warrants will continue to be listed on the Luxembourg Stock Exchange under their respective descriptions followed by the name of Sumitomo Osaka Cement; (d) as a result of this merger the listings of shares of common stock of Osaka Cement ("Osaka Cement Shares") on the Tokyo Stock Exchange, the Osaka Securities Exchange and other stock exchanges on which Osaka Cement Shares are listed will be discontinued on 24th September, 1994 (as 23rd September, 1994 is a national holiday in Japan, the last trading day of Osaka Cement Shares on such exchanges will be 22nd September 1994); (e) the holders for the time being of the Warrants issued by Osaka Cement ("Osaka Cement Warrant Holders") will be entitled from 1st October, 1994 to subscribe, upon exercise, for shares of common stock of Sumitomo Osaka Cement ("Sumitomo Osaka Cement Shares") at the adjusted subscription price equal to ¥874.70, although such new shares will not be issued until the commercial registration mentioned above has taken place, and the subscription rights to be granted to the Osaka Cement Warrant Holders upon exercise thereof will be listed on the Japanese stock exchange on which Sumitomo Osaka Cement Shares are listed and may be traded on these stock exchanges similarly to the outstanding Sumitomo Osaka Cement Shares; (f) a supplemental trust deed to be dated 30th September, 1994 (the "Supplemental Trust Deed") will be executed by Sumitomo Cement, Osaka Cement, The Industrial Bank of Japan, Limited as Guarantor and IBI Schroder Bank & Trust Company as Trustee, in which, *inter alia*, the parties will confirm that all the rights and obligations of Osaka Cement under the Bonds issued by Osaka Cement, the Coupons appertaining thereto and the Trust Deed dated 1st August, 1991 constituting such Bonds will be succeeded to and assumed by Sumitomo Osaka Cement on 1st October, 1994, subject to the commercial registration mentioned above, and The Industrial Bank of Japan, Limited will agree upon and confirm the continuance of its guarantee of such Bonds and Coupons; (g) a supplemental instrument to be dated 30th September, 1994 (the "Supplemental Instrument") will be executed by Sumitomo Cement and Osaka Cement by way of deed poll in respect of the Warrants issued by Osaka Cement, under which, effective as from 1st October, 1994, but subject to the commercial registration mentioned above, Osaka Cement Warrant Holders will be entitled to subscribe for Sumitomo Osaka Cement Shares as described in (e) above and Sumitomo Osaka Cement will be substituted for Osaka Cement in all other respects under such Warrants and the Instrument dated 1st August, 1991 relating to such Warrants; (h) a supplemental paying and warrant agency agreement to be dated 30th September, 1994 (the "Supplemental Paying and Warrant Agency Agreement") will be executed by, *inter alia*, Sumitomo Cement, Osaka Cement and The Sanyo Bank, Limited as Principal Paying Agent, under which, *inter alia*, Sumitomo Osaka Cement will be substituted for Osaka Cement in all respects under the Paying and Warrant Agency Agreement dated 1st August, 1991 in respect of the Bonds and the Warrants issued by Osaka Cement and (i) copies of the Supplemental Trust Deed, the Supplemental Instrument and the Supplemental Paying and Warrant Agency Agreement will be available for inspection at the office of The Industrial Bank of Japan (Luxembourg) S.A. from 1st October, 1994.

Dated: 1st July, 1994

Sumitomo Cement Co., Ltd.
By: The Sumitomo Bank, Limited
as Principal Paying AgentOsaka Cement Co., Ltd.
By: The Sanyo Bank, Limited
as Principal Paying AgentAnglovaal
paper brings
SA back
to marketBy Kenneth Gooding,
Mining Correspondent

The first international equity offering for a South African company since the recent elections - \$68m of N shares for Anglovaal - was three times oversubscribed.

S. G. Warburg, the UK investment bank which was bookrunner for the underwriting group, described it as "a landmark issue that bodes well for South Africa's future in the international capital markets".

Mr Basil Herscov, chairman of Anglovaal, a diversified industrial and mining group, said the placing "has shown that premier institutions in Europe and the US are not just interested in learning more about the South Africa story but are also willing to take the step to invest".

About half the demand for the shares came from the US. In Europe the biggest demand came from fund managers in London and Edinburgh, said Mr Oliver Baring, a director of Warburg, French and other continental European investors were also interested.

Mr Baring said Anglovaal was a good choice to open the South African market because it offered investors a broad range of interests under proven management. "For many investors this was their first chance to buy a significant holding of South African stock since the political situation obliged them to divest in the 1980s," he pointed out.

The Anglovaal shares, to be listed in South Africa and London, were priced at \$27.35 each share or American depositary receipt, which, when translated at the rand exchange rate at the time of pricing, represented R129. This compared with a closing bid price on the Johannesburg Stock Exchange of R136.

US carrier finds another \$300m to boost compensation package

UAL revises offer to shareholders

By Richard Tomkins
in New York

United Airlines, the US carrier that is days away from putting the world's highest employee buy-out to the vote, yesterday announced a last-minute change to the compensation deal for existing shareholders.

It said it was dipping into company resources and producing another \$300m in cash to replace the proceeds it had hoped to receive from selling a tranche of preference shares.

Under the deal, to be put to a shareholder vote on July 12, employees will eventually gain control of United by trading \$4.9m worth of labour concessions over the next 12 years for

a minimum of 55 per cent of the company's stock.

Existing shareholders are to be offered a mix of cash and new United shares for the stock they now hold.

Part of the cash is to be raised through the sale of preferred stock and loan notes.

Yesterday, however, United acknowledged that it had been unable to sell as much preferred stock as it had hoped. Merrill Lynch, lead manager, said the issue had been aimed primarily at retail investors, and there had been insufficient time to market the whole of it at the target price with the July 12 deadline looming.

As a result, the contribution coming from United's internal resources will rise by \$12.20 a share, to \$38. Merrill Lynch said using the company's cash balances was a less expensive alternative to lowering the price of the preferred stock.

On a positive note, United said it had reached a tentative understanding to settle shareholder litigation pending in the Delaware Chancery Court relating to its recapitalisation plan.

It also said that Institutional Shareholder Services, an independent adviser to institutional investors on proxy voting, corporate governance and other shareholder issues, had recommended its clients to vote in favour of the plan.

Mr Robert Ferguson, chief executive officer of Continental Airlines of the US, said yesterday that he did not expect the airline to be profitable for 1994, Reuter reports from Houston.

Mr Ferguson was responding to a question about the annual meeting about whether the Houston-based carrier would be profitable for the year. But he added that he expected the airline to achieve sustained profitability in 1995.

Mr Ferguson also expected the first phase of the new non-trill, short-haul service, nicknamed Calia, to be profitable this summer and looked for expansion in the autumn.

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Vard quits luxury cruise sector

By Karen Fosell in Oslo

Vard, the Norwegian cruise group, has completed its asset disposal programme with the sale of the cruise ship Royal Viking Sun for \$170m to Cendant of the UK.

The move, which completes Vard's exit from the luxury cruise market, will improve its balance sheet and liquidity.

Cumard, said of the Trafalgar House group, has also acquired the rights to the Royal Viking Line name, the RVL logo and

rights to use Royal Viking as the brand name on its vessels.

The disposal will enable Vard's Malmö-based subsidiary Klorster to boost its position in the premium cruise market by concentrating on its remaining cruise lines, Norwegian Cruise Line and Royal Cruise Line. RCL will take on the Royal Viking Queen cruise ship from RVL.

Mr Berni Karlsson, president and chief executive of Vard, said the sale price of the Royal

Viking Sun was about 45 per cent above book value and the disposal would clear a revolving credit facility of \$100m.

Klorster will book a gain of \$50m on the disposal and Vard will have a considerable accounting profit on the sale.

In April the group sold a cruise ship for \$24m which allowed debt to be reduced by \$20m.

Early last month it sold the ferry division for Nkr1.1bn (\$150m) which reduced the parent company's debt by \$130m.

Raytheon wins
defence contract
from TaiwanBy Patrick Harverson
in New York

Raytheon, the US defence group, has won a contract to provide Taiwan with an air defence system based on the company's Patriot missile system.

Although Raytheon declined yesterday to say how much the deal was worth, Wall Street analysts estimated that the company, as prime contractor, could receive about \$60m of the deal's estimated \$1.2bn value over the next three to four years.

Raytheon will provide the fire units, missiles and related hardware, while subcontracting out other work, such as the manufacture of trucks and launchers.

The contract is the result of direct negotiations between a US defence contractor and Taiwan. Previously, all such deals were concluded with the US government acting as an executive agent. In this case Washington stayed out as it did not want to offend China.

China's Exim bank begins operations

By Tony Walker in Beijing

China's growing international commercial links will be strengthened today when its Export and Import Bank begins operations.

Mr Lei Zuhua, the bank governor, said the bank would focus on export credit initially and already had plans to support three projects.

These include the launch of an overseas satellite, the sale

of aircraft to Pakistan and a ship to Norway. Some Yn500m (\$57.5m) has been earmarked for these projects.

Mr Lei said the new bank would approve loans worth Yn20m to exporters this year, with about Yn20m of the funds being disbursed.

The bank's registered capital is Yn3.35bn. It plans to raise additional funds by issuing three-year bonds with a target this year of Yn1bn-Yn1.5bn.

The Exim bank's charter also permits it to float bonds internationally and participate in syndicated loans.

The bank is being launched as part of a far-reaching shake-up of China's banking system, which includes the formation of policy banks responsible for lending to infrastructure and agriculture. The new export credit bank falls into the same category as the policy-lending institutions.

Malaysians find gambling the best bet

Companies are using the sector as a haven from recession, writes Kieran Cooke

Every day an average of 12,000 people crowd into the Genting Highlands casino complex in the hills above Kuala Lumpur. Some are locals. About 20 per cent have driven up from Singapore. Many have come from as far away as Taiwan and Indonesia.

Gaming is big business in Malaysia, accounting for as much as 4 per cent of gross domestic product. Sector turnover in 1993 is estimated at M\$4bn (\$1.55bn), with an additional M\$10bn thought to have flowed through the illegal, unlicensed market.

Some of the country's biggest and most profitable companies derive the bulk of their revenues from gaming. Gaming related companies account for about 10 per cent of the Kuala Lumpur stock market's total capitalisation.

When the Kuala Lumpur stock market took off last year, gaming related shares were among the most heavily traded by Malaysia's eager punters, with the sector rising 150 per cent in the 12 months. Average earnings in the sector rose by more than 20 per cent in 1993.

Many gaming orientated companies are starting to use their considerable financial

resources to diversify into other areas. Some are going international.

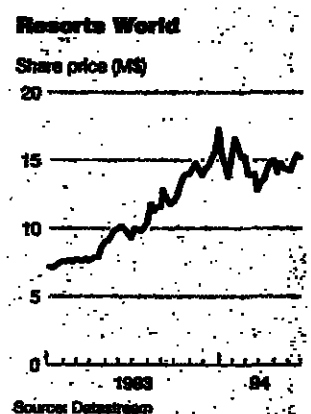
The Genting group is the largest gaming associated company in Malaysia. It has plantations and interests in rubber manufacturing, but the bulk of earnings come from gaming. Last year's profits rose 36 per cent to M\$65m.

The group's separately listed gaming and leisure arm - Resorts World, which has a casino and entertainment complex outside Kuala Lumpur - is Malaysia's fourth largest listed company with a market value of nearly M\$17bn. Genting itself ranks number five.

Analysts estimate that Genting now has cash assets of M\$1.5m. "Its main problem seems to be searching out investment opportunities and making its accumulated holdings work," says a Kuala Lumpur broker.

Last year Genting spent M\$150m on a 6 per cent stake in London, the UK conglomerate. It is now believed to have sold the majority of that stake.

Genting is controlled by the family of Mr Lim Goh Tong, a Malaysian Chinese financier. Recently Mr Lim has taken controlling stakes in a M\$1bn



paper mill outside Kuala Lumpur and in an adjacent 740MW power plant being built in partnership with British Gas as part of Malaysia's independent power production programme.

The diversification is for both financial and political reasons. Gaming, although big business in Malaysia, is also an extremely sensitive area of activity. Malays, who make up about 50 per cent of Malaysia's population, are Moslems. In Islam, gambling is unlawful. No Malays are allowed to enter the Genting casino complex. The word gambling is never mentioned in official company literature.

Genting and other gaming companies are dependent on government goodwill for their operating licences. Political connections are vital: it is also important to invest in projects seen as important to Malaysia's overall economic development.

Tanjong, Magnum and Berjaya are the three other stock market listed companies which dominate the gaming sector. A total of 1,600 retail outlets throughout Malaysia deal in variations of the numbers forecasting game, a form of gambling which came to Malaysia from southern China.

In spite of a recent rise in gaming tax to 7 per cent, gaming still chalks up big corporate profits. Magnum, the biggest numbers operator with a 40 per cent market share, made pre-tax profits of M\$416m in 1993 compared with M\$310m a year earlier.

Magnum and Berjaya are venturing into gaming operations overseas, with limited success. However Berjaya has won lottery management contracts in a number of Chinese cities. Berjaya has also taken an interest in a casino operation in Argentina.

Tanjong, listed in both Kuala Lumpur and London, is moving aggressively into other ventures.

Controlled by Mr Ananda Krishnan, a Malaysian Indian, Tanjong last year expressed interest in buying William Hill, the UK betting shops chain.

"We are definitely making moves to go international," says Mr Ralph Marshall, a senior Tanjong executive. "William Hill was one of the opportunities that we looked at."

Tanjong runs Malaysia's racing tote system. Through Tanjong's part ownership of the former turf club grounds in central Kuala Lumpur, companies associated with Mr Ananda are developing a new city centre at a cost of M\$5bn. Other companies associated with Mr Ananda are involved in a multi-million dollar satellite telecommunications programme.

"There is no better business to be in Malaysia than gaming," says a Kuala Lumpur industrialist.

"Gambling is the great sport of the Chinese [who make up about 35 per cent of Malaysia's 19m population] and appears to be recession proof."

Johannesburg Consolidated Investment Company, Limited
(Incorporated in the Republic of South Africa)
Registration Number 01/00429/08

Gold mining companies' dividends

The following final dividends have been declared in respect of the financial year ending 30 June 1994:

Companies (Incorporated in the Republic of South Africa)	Dividend number	Cents per share
The Randfontein Estates Gold Mining Company, Witwatersrand, Limited Registration No. 01/00251/06	118	180
Western Areas Gold Mining Company Limited Registration No. 59/03209/06	45	200

Last date for registration: 15 July 1994
Registers close (dates inclusive): from 16 July 1994 to 22 July 1994
Currency conversion date (for payments from London): 25 July 1994
Date of payment: 5 August 1994

These dividends are payable subject to the customary conditions which may be inspected at or obtained from the company's Johannesburg office or from the London Secretaries, Johannesburg Consolidated Investment Company (London), Limited, 6 St James's Place, London SW1A 1NP.

Holders of share warrants to bearer issued by The Randfontein Estates Gold Mining Company, Witwatersrand, Limited are informed that payment of the above dividend will be made on or after 5 August 1994 upon surrender of coupon no. 121 to Barclays Bank Plc, Stock Exchange Services Department, 188 Fenchurch Street, London EC3R 3HP.

Coupons must be listed on forms obtainable from Barclays Bank Plc and deposited for collection on any weekday (Saturday excepted) at least seven clear days before payment is required.

By order of the Boards
Johannesburg Consolidated Investment Company, Limited
Secretaries per: S Thorpe

Head Office and Registered Office:
Consolidated Building
Fox and Harrison Streets
Johannesburg 2001
PO Box 580, Johannesburg 2000
1 July 1994

Britannia Building Society
(Incorporated in England under the Building Societies Act 1986)

up to £25,000,000

Subordinated Floating Rate Notes Due 2006

For the six month Interest Period 29th June, 1994 to 29th December, 1994, the Notes will carry an interest rate of 6.675 per cent. per annum, with a Coupon Amount of £1,673.32 per £50,000 Note and £16,733.22 per £500,000, payable on 29th December, 1994.

Listed on the London Stock Exchange.

Bankers/Trust Company, London Agent Bank

Nafin Finance Trust II
U.S. \$129,880,000

Secured Floating Rate Notes due 1999

For the Interest Period 30th June, 1994 to 30th September, 1994 the Notes will carry a Rate of Interest of 7.23125% per annum. The Coupon Amount per original U.S. \$10,000 Note will be U.S. \$134.10 payable on 30th September, 1994.

Bankers/Trust Company, London Agent Bank

Republic of Venezuela
U.S. \$262,720,000

Floating Rate Notes Due 1995

In accordance with the terms and conditions of the Notes, notice is hereby given, that the interest rate for the Interest Period from 30th June, 1994 to 30th December, 1994 is 6 1/8% p.a. The Coupon Amount payable on the 30th December, 1994 for notes with original principal amounts of U.S. \$10,000 and U.S. \$100,000 is U.S. \$138.83 and U.S. \$1,388.80 respectively.

Bankers/Trust Company, London Agent Bank

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announced dividend for 1993 of BEF 2,500 net payable by PARIBAS BANK Antwerp against coupon number 7

Aires Finance Limited
USD \$9,261,000

Secured Floating Rate Notes due 1993 to 1995

For the period from July 1st, 1994 to January 3rd, 1995 the Notes will carry an interest rate of 7 1/8% per annum with the following interest amounts:

Interest Payment Periods	Interest amount per USD 1,000	10,000	100,000
July 1st, 1994 - August 1st, 1994	2.96	29.68	296.81
August 1st, 1994 - September 1st, 1994	2.77	27.76	277.67
September 1st, 1994 - October 3rd, 1994	2.69	26.95	269.52
October 3rd, 1994 - November 1st, 1994	2.27	22.72	227.12
November 1st, 1994 - December 1st, 1994	2.15	21.52	215.17
December 1st, 1994 - January 3rd, 1995	2.22	22.15	221.53

Agent Bank: BANQUE PARIBAS

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* Source: Professional Investment Community Study 1993-4

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INTERNATIONAL CAPITAL MARKETS

Inflation fears drive long-dated Treasuries lower

By Frank McGarry in New York and Graham Bowley in London

Longer-dated Treasury bonds moved sharply lower yesterday morning after a regional business survey heightened inflation fears and the dollar weakened further against the yen.

By midday, the benchmark 30-year government bond was down 1/8 at 84 1/2, with the yield rising to 7.591 per cent. At the short end, the two-year note was off 1/8 at 99 1/2, to yield 6.152 per cent.

The market was forced to digest a batch of fresh economic news on a day when activity was expected to remain lacklustre. It was the last trading session of the second quarter, and many traders will leave their desks early today ahead of the long Independence Day weekend.

Traders were also waiting to see if next week's meeting of

the Federal Reserve's policy-making arm would result in the year's fifth increase in short-term interest rates.

The economic data did not go down easy. The Purchasing Management Association of Chicago said its June index of prices paid by manufacturers was well up at 69.7 per cent, against 68.6 per cent the previous month.

The jump, combined with an moderate gain in the employment index, stirred the market's ever-present fear of inflation. The Chicago survey often provides a preview of the national purchasing management report, due out today.

In another indication that the economy was continuing to accelerate, the Commerce Department said new factory orders in May had climbed 0.6 per cent, their third consecutive monthly increase.

The dollar remained mostly in the background. Though it was still trading near its 50-year low against the yen, 160 yen to the dollar, it was up 1/4 cent at 159 1/4.

GOVERNMENT BONDS

ers seemed to content to ride out the storm and await developments that may arise during the Group of Seven summit and the Fed meeting next week.

European government bonds fell back sharply yesterday in busy futures-driven trade. Markets were unnerved by the weakness in US Treasuries, the poor response to the Bank of England's tap offer of tranches of conventional gilts, strong UK economic data and by aggressive selling of French bonds.

"There was no single cata-

lyst for the decline, it was rather that the more positive tone of recent days has faded," said Mr. Jefferys, fixed income strategist at Merrill Lynch.

Gains made early in the day due to technical short-covering and the strength in US Treasuries on Wednesday were soon lost as markets headed lower.

UK government bonds dropped sharply through key psychological levels, dragged down by fears of rising inflation and by the lack of enthusiasm for the Bank of England's offer of 2500m worth of tranches of conventional gilts.

Encouraged by the success of its auction of floating-rate gilts on Wednesday, "the Bank thought this was a good time to tap the market further, and in particular to tap the long-

dated market," said Mr. Sanjay Joshi, chief economist at Daiwa Europe.

But although one tranche - 100m of 7 per cent gilt Treasury stock due 2001 - was quickly exhausted, there was less enthusiasm for other tranches.

Inflation fears were triggered by the UK purchasing managers' index for June, which showed a sharp rise in manufacturing activity and strong price pressures.

The September long gilt future on Life was down 2 1/2 at 99 1/2 in late trading.

Italian government bonds, which had been trading at a premium to the renewed pessimism in Europe, suffered further from weakness in the lire and concern about the size of the budget deficit.

Investors were unmoved by a warning from the Organiza-

tion for Economic Co-operation and Development that decisive action to limit the budget deficit should not be delayed and by a rise in the minimum rate at the Bank of Italy's repurchase tender to 8 per cent from 7.5 per cent.

The Italian September BTP futures contract on Life was down 2 1/2 points at 102.70 in late trading.

A cut of 10 basis points in the Bank of France's intervention rate to 5.1 per cent failed to halt the decline in French government bonds.

The September notional French Bund futures contract on Maffei closed at 115.26, down 1.24 points on the day.

German government bonds also fell. The German September government bond contract on Life was down 1.05 points at 91.61 in late trading.

Italy plans \$4bn global floating-rate note offering

By Tracy Corrigan

Italy yesterday announced that it planned to launch an ambitious \$4bn global offering of multi-currency floating-rate notes, an unusual structure designed to capitalise on broad demand for floating-rate paper in the current bear market.

The notes will all have a maturity of five years, and will pay the same margin over the London interbank offered rate, though they may not have the same issue price, according to global co-ordinator Merrill Lynch.

This is designed to allow investors to switch between different tranches.

The size of the tranches will be set according to demand.

The pricing of the tranches has not yet been decided, but dealers said yesterday that a discounted margin of around 10 basis points over Libor is likely, the same as for Portu-

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INTERNATIONAL BONDS

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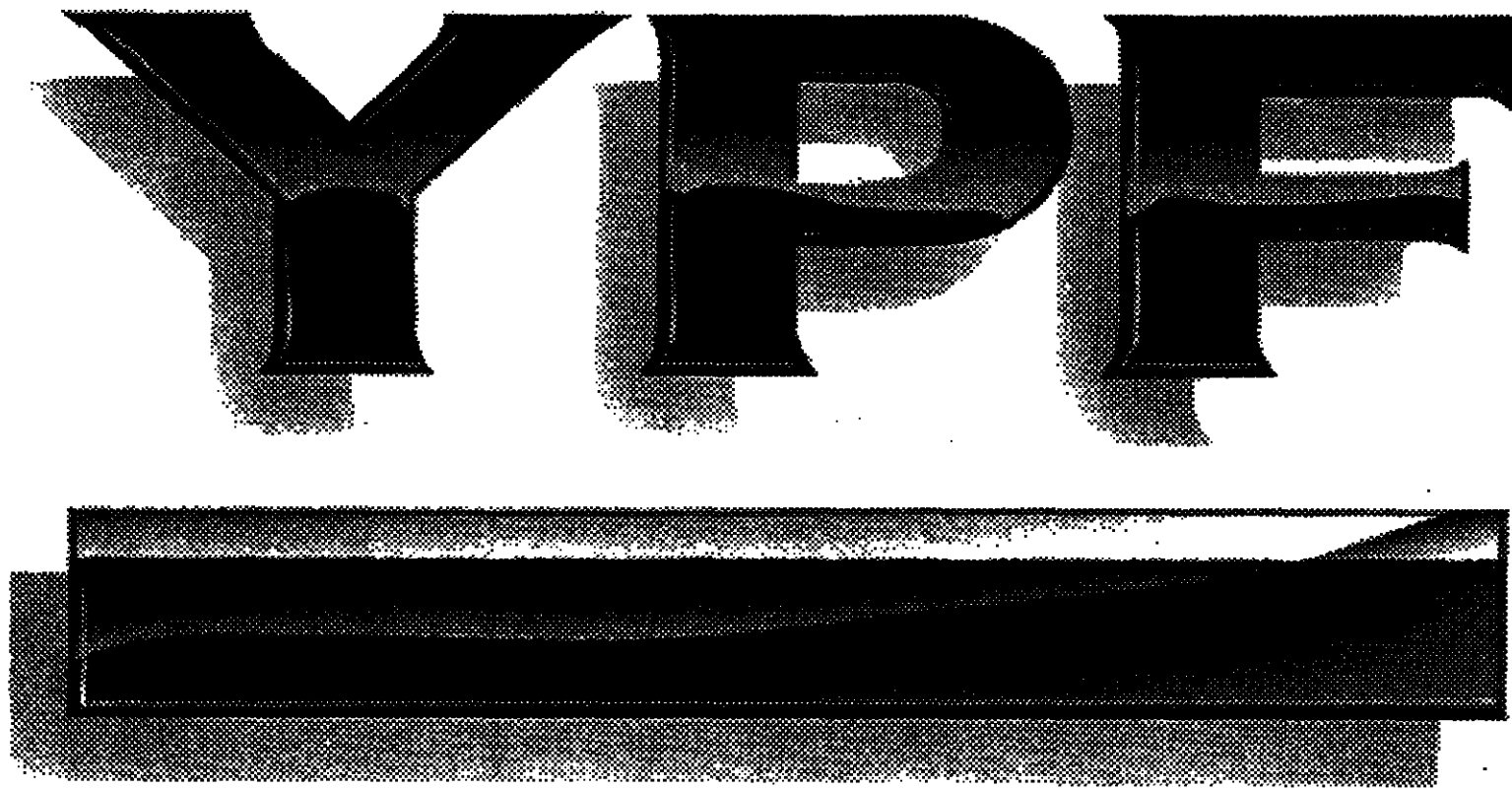
(NYSE); London (SEAQ); and Sao Paulo, Brazil. In 1995 YPF expects to be quoted on the Mexico, Santiago de Chile and Tokyo stock exchanges.

■ At present YPF is developing exploration, marketing and distribution programmes in neighbouring countries (Bolivia, Chile, Paraguay, Peru and Uruguay).

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YPF

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COMPANY NEWS: UK

Asda shows resilience despite write-downs

By Neil Buckley

Mr Archie Norman, chief executive of Asda, warned yesterday of continuing pressure on profit margins in UK food retailing, as he unveiled a resilient performance from his own company, with underlying profits up 43 per cent.

Net property write-downs of £179m and a £130m write-off connected with the sale of the Allied Maples business meant that Asda reported a pre-tax loss of £126m for the year to April 30. But disregarding these exceptional items, profits rose from £140.4m to £201.1m.

"We are still in what we call the watershed period," said Mr Norman, who was the first leading industry figure to predict tougher times ahead for food retailers in 1992.

"If [food retailing] space is expanding by 8 to 10 per cent a year, but demand is relatively

flat it doesn't take me to point out there is going to be pressure on margins."

He added that Asda was entering the final year of a three-year recovery programme based on "meeting the needs of ordinary working people, who demand value" and designed to equip the company to deal with the new "market realities".

Asda's shares closed up 4p at 53 1/2p, bolstered by a 10 per cent increase in the final dividend to 1.21p, taking the total to 1.76p (1.6p). Losses per share of 5.91p after exceptional items compared with earnings of 6.4p last year.

Group turnover, excluding Allied Maples, increased by 9 per cent to £4.9bn (£4.4bn), and Asda said that with only one new store opened during the year, like-for-like sales increased by 8.9 per cent.

That far outstripped like-for-

like growth at competitors J Sainsbury, Tesco, and Argyl, owner of Safeway. Mr Norman admitted that Asda's figures were recovering from a weaker base, but he added that the performance had beaten his own expectations.

Asda said the increasingly competitive market and moves to more conservative accounting by other grocery groups had persuaded it to make a £154m property write-down, reducing the value of older stores to their alternative use value. It was starting to depreciate other stores by between 2 and 5 per cent per year depending on age, resulting in a recurring additional charge of £18.4m.

Asda also wrote down the value of its investment in Burwood House, a joint venture with British Aerospace, by £30m to £73m.

See Lex

NatWest pays £195m for US retail bank

By John Gapper, Banking Editor

National Westminster Bank yesterday announced that it would expand its US retail banking subsidiary further by spending \$300m (£195m) in shares and cash to buy Central Jersey Bancorp, a retail bank with assets of \$1.8bn.

NatWest Bancorp, its US retail subsidiary, will pay \$33.50 per share, or 2.4 times book value. The deal follows the acquisition by NatWest in March of Citizens First Bancorp, another New Jersey bank.

Some 55 per cent of the \$300m will come from the issue of up to 25m ordinary shares - 1.5 per cent of share capital - in the form of American Depositary Receipts. The acquisition will increase NatWest Bancorp's assets to \$30bn.

Mr John Tugwell, NatWest Bancorp's chairman and chief executive, said that Central Jersey was attractive because its franchise covered "horse-farming country, some seashore, and a lot of small businesses and prosperous consumers".

He said that NatWest could cut Central Jersey's cost base by 35 to 40 per cent, mainly by cutting duplication in central functions. Earnings per share were unlikely to rise in the first year because of initial integration spending.

NatWest was "comfortable that we will earn an appropriate return" by raising income from the sale of financial products. Some 11 per cent of Central Jersey's income comes from such items, compared with 34 per cent for NatWest Bancorp.

It would also be able to cut its funding cost by gaining access to Central Jersey's retail deposit base, which wholly funds its lending.

Central Jersey was "a very clean bank" in which only 1 per cent of the loan book was non-performing, and reserves stood at 116 per cent of bad loans. It has a very strong 12.3 per cent ratio of core capital to risk-weighted assets.

Inchcape cools on Gestetner link

By Andrew Bolger

Gestetner shares fell 19p to 144p yesterday after Inchcape, the international services and marketing group, said it would not exercise an option to increase its stake in the distributor of office equipment and photographic supplies.

At the same time Gestetner reported a sharp turnaround to profits of \$6.6m in the six months ended April 30 compared with a loss of \$45.4m which reflected extensive restructuring costs.

Last year Inchcape spent \$30m on a 16 per cent holding and acquired the right to raise this to 25 per cent by today for a further \$41m.

Ricoh, the Japanese manu-

facturer of office equipment, bought a large stake in Gestetner in 1991 and now controls 28.9 per cent.

Mr Charles Mackay, Inchcape chief executive, said that it had become "increasingly apparent the best strategy available to Gestetner, ourselves and Ricoh, may be for the three companies to work together in developing business opportunities, while generally maintaining separate distribution channels for the Ricoh and Gestetner brands."

"However, it has already become clear that, with this strategy, it is not necessary to increase our investment in Gestetner."

Inchcape shares yesterday rose by 5p to 448p. The shares

have been underperforming the market recently, partly because of concern that the group might launch a full bid for Gestetner, which would probably have involved a rights issue.

Mr Mackay said he was confident of continuing progress at Gestetner. Mr David Thompson, Gestetner's chairman, said: "We are comfortable that Inchcape remains a major investor in Gestetner and will continue to explore with them opportunities of mutual advantage."

"We continue to enjoy a good relationship with Ricoh as a major shareholder and as an important supplier of office automation equipment."

Gestetner's principal supplier is Ricoh, but the group

said it was shifting emphasis towards flexible sourcing from a variety of suppliers. The distributor also expressed determination to exploit its muscle to gain best buying terms and terms from suppliers, including Ricoh. Gestetner distributes 24 per cent of the Ricoh products sold outside Japan.

Gestetner trading profit rose to £14.1m compared with £10.7m before exceptional items. Mr Thompson said the group was beginning to reap the benefits of the restructuring actions taken last year.

Earnings per share rose to 2.7p, compared with losses of 22.2p or earnings of 0.3p, excluding exceptional items. The interim dividend is 1.2p (1.8p).

See Lex

Close finish likely in battle for Lasso

By Robert Corzine and Richard Waters in New York

Enterprise Oil's increasingly bitter takeover battle for fellow explorer Lasso ends today, with both sides saying that the result is too close to call.

"There will be a few sweaty palms" among Lasso and Enterprise executives and advisers as the counting of votes gets under way in London, according to one of Lasso's larger institutional investors yesterday.

Many institutions are unlikely to tip their hands until close to the 1pm deadline for votes to be received by the registrar. Phillips and Drew Fund Management, the biggest single shareholder, yesterday decided against making a public announcement of which side they would support.

PDFM, which sold 77m Lasso shares in Enterprise's controversial share raid on Wednesday, is thought to be uncomfortable with the notion that undecided investors might simply follow its lead.

The two sides spent much of yesterday dealing with the fallout from the share raid, in which Enterprise picked up 9.8 per cent of Lasso's shares.

The head of investments for the US's largest pension fund reacted angrily yesterday to the fact that US investors were excluded from Enterprise's cash offer.

Mr Virgil Cummings, chief investment officer of Teachers Insurance and Annuity Association - College Retirement Equities Fund (TIAA-CREF), said: "It's very, very frustrating. But this is something new. This is something we continually experience in the UK."

Mr Cummings said restrictive legal interpretations obtained by UK companies frequently resulted in US investors being excluded from some transactions, such as tender offers and dividend reinvestment schemes. Similar problems did not arise in other European capital markets, he added.

The Enterprise camp though, maintained that regulators in the US had prevented Lasso shareholders there from participating, rather than the company's own legal interpretation.

Such partial cash offers during takeover bids are not permitted under US takeover law, forcing Enterprise to obtain a special exemption from the Securities and Exchange Commission for its action. That exemption did not extend to Lasso shareholders in the US, the Enterprise supporters said.

Enterprise sounded out some of Lasso's US shareholders before paying cash for 10 per cent of the company's shares on Wednesday. However, it later told them that they could not accept the offer for legal reasons.

US input helps raise Ivory & Sime to £6m

By James Buxton

Ivory & Sime, the Edinburgh-based fund managers, lifted pre-tax profits by 27 per cent, from £4.9m to £6.2m, during the year to April 30.

Mr Allan Munro, managing director, said the company was continuing the progress made in the four years since management changed in 1990. Managed funds increased by 15 per cent to £3.8bn at the year end, though the rise was "not as fast we would like".

During the year the company lost the contract to manage portfolios controlled by the Merchant Navy Officers' Pension Fund, leading to Ensign Trust selling its 16.7 per cent stake to investors including Abn-Am and Scottish

Value Trust. I&S also lost the contract to manage New Frontiers Development fund.

However, funds under management in North America doubled to £470m despite the loss of one client worth £110m. Mr Munro said I&S could present a good five-year record in managing UK pension funds which meant it attended "beauty parades" to win new mandates.

Profits were boosted by the high level of world stock markets over the year. Sales rose 23 per cent to £17.6m (£14.3m).

Administrative expenses rose by 11 per cent to £11m. The final dividend is 5.35p, making a total of 7.5p, up 15.4 per cent, and payable from earnings up 20 per cent to 12.87p per share.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding dividend	Total for year	Total last year
A&E	1.21	Oct 3	1.1	1.78	1.6
Booth Inds	nil	nil	nil	nil	0.7
BPS Inds	5.3	Aug 19	4.8	5.1	7.5
Brunner Inv Trst	2.5	Sept 14	2.4	-	5.25
Compass	12.96	Oct 3	12.96	12.96	12.96
Eurocamp	3.6	Aug 26	3.45	-	9.75
FRFC	0.5	Aug 22	0.5	-	1.5
Gestetner	1.21	Aug 26	1.8	-	3
Hadleigh Inds	1.5	Oct 6	0.5	2	0.5
I&S Optimum	1.95	Aug 8	1.85	7.8	7.4
Ivory & Sime	5.25	-	4.75	7.5	6.5
Joseph (Lopok)	14.25	Sept 10	13.5	17.5	18.5
Matthew Clark	10.75	10	18	18	16.75
SW Electricity	16.5	Oct 3	14.1	23.5	20

Dividends shown pence per share net except where otherwise stated. *On increased capital. \$USM stock.

Insurers move in on EU market

By Alison Smith, Richard Lapper and Lionel Barber

Two of the UK's largest insurers - Scottish Amicable and Equitable Life - will today launch new European operations as part of plans to take advantage of the expected liberalisation of the continent's insurance market.

Competition in the market is expected to increase in the wake of today's deadline for implementation of the European Union "framework" directives, which allow insurers to sell home, motor and life insurance across national boundaries for the first time.

Scottish Amicable European, based in Dublin, will become operational today, with the launch of products into the UK. These feature flexible, regular premium protection-based policies, and will benefit in terms of pricing from the differences in how life insurance is taxed in the rest of Europe compared with the UK.

The company aims to start selling products in Germany early next year, said Mr Paul Bradshaw, chief executive. Equitable Life will launch

UK-style life products in Germany, which will be sold alongside its range of traditional German policies by its direct sales force there.

The legislation should be implemented in 10 of the EU's member states by the end of the year. Companies will be free to operate throughout the EU on the basis of a licence obtained from regulators in their home state.

Denmark, France, the Netherlands, Portugal and the UK are expected to have transposed the insurance directive into national law by the July 1 deadline, while Belgium, Ger-

many, Ireland, Italy and Luxembourg would be ready by the end of the year. EU officials said. Spain and Greece are being allowed until December 31 1996 and December 31 1998 respectively to effect the changes.

The greater competition ensuing as a result of the directive is expected to lead to lower prices, especially in traditionally more regulated markets such as Germany. Officials acknowledge, however, that differences in tax regimes of member states may restrict the impact of the directive.

See Features

Pearson lifts Spanish stake

Pearson, the media group which owns the Financial Times, is to buy a further 12.03 per cent stake in Recoletos for Pta3.7bn (£18.6m), bringing its total holding in the privately-owned Spanish newspaper publishing group to 38.73 per cent.

The acquisition price values Recoletos at Pta31bn. Its main titles are: Expansion, Spain's

leading business and financial daily; Actualidad Economica, the main business weekly; Marca, the top daily sports paper; Telva, a women's magazine; and Diario Medico, a daily medical newspaper.

The stake will be bought from 41 of Recoletos' existing 130 shareholders, subject to their waiver of various pre-emption rights.

SOUTH WESTERN ELECTRICITY plc



ANOTHER SUCCESSFUL YEAR

Results for the year ended 31 March 1994

	1994	1993	% increase
Turnover	£899.6m	£892.0m	+0.9%
Profit before interest and tax	£123.9m	£113.2m	+9.5%
Profit before tax	£116.8m	£101.1m	+15.5%
Earnings per share	75.4p	63.1p	+19.5%
Total dividend per share	23.5p	20.0p	+17.5%

- Strong growth in Earnings and Dividends
- Units distributed increased by 2.7%
- Lower prices and higher service standards for customers
- Core business manpower down 9%
- All businesses in profit
- Strong underlying cash performance

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Maurice Warren
Chairman

Copies of the Annual Review will be posted to all shareholders. Others who would like a copy should contact Investor Relations, South Western Electricity plc, 800 Park Avenue, Aztec West, Almondsbury, Bristol BS12 4SE. Tel: 0454 201101



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COMPANY NEWS: UK

RTZ gold mines may be sold to Royal Oak

**By Kenneth Gooding,
Mining Correspondent**

RTZ, the world's biggest mining group, is believed to be negotiating to sell most of its 15 gold mines to Royal Oak Mines, the ambitious Vancouver-based company headed by Mrs. Margaret "Peggy" Witte. Neither company would comment on market rumours about the potential deal, fuelled by Mrs. Witte's comments at Royal Oak's annual meeting on June 17.

She said the company was considering acquiring a large gold producing property or amalgamating with another intermediate-sized producer with the aim of doubling gold output from the 500,000 troy ounces projected for 1996.

This would not break Oak-

which was formed by Mrs. Wirtz in 1961 from the merger of five "penny" stocks — among the handful of world gold companies with an annual output of 1m ounces.

Mrs. Wirtz, a 41-year-old, blonde, middle-aged, and energetic, is a potential target for the U.S. Canadian and that she expected to release details by mid-summer.

Analysts suggested that the tone of Mrs. Wirtz's comments indicated that the deal would be friendly and the most likely candidate for the deal was Minerals, which incorporates most of RTZ's US gold mines.

Kennecott owns and operates three open pit gold mines: Ridgeway in South Carolina; Barneys Canyon in Utah and Rawhide (51 per cent-controlled) in Nevada.

Editorial: Kennecott has a

40 per cent partnership interest in the Cortez mine in Nevada which is managed by Placer Dome of Canada, and owns and operates the Flambau copper and gold open pit mine in Wisconsin. Last year RTZ's share of production from these mines was 411,000 ounces.

Analysts suggested that RTZ has never been particularly keen on gold, and the mines apparently for sale are not of the quality or scale it prefers. The group quickly sold three mines in the last year, and the group is now looking for a new gold mine.

At present investors are paying for \$120 (\$79) an ounce for "gold in the ground" in the U.S. Reserves at the Kennecott mines total about 2m ounces, giving a theoretical market

Eurocamp forecasts 'significant' progress

By David Blackwell

Eurocamp, the tour operator specialising in self-drive camping holidays, yesterday reported an increased interim loss, but forecast "a significantly improved" result for the full year.

In the half-year to April the pre-tax loss rose from £5.12m to £5.88m.

Turnover fell from £368,000 to £316,000, reflecting a fall in demand for Easter breaks to Euro Disney.

An interim loss is normal for the group, which relies heavily on the second half for the bulk of its revenues. Sales for the last full-year were £56.7m, and pre-tax profits were £6.25m.

Margins improve in tank container division as volumes rise by 45%

By Caroline Souther

Higher operating margins in its tank container division helped Hadeed Industries, the USM-quoted storage tank and trailer manufacturer, continue the improvement seen at the interim stage.

Following its return to the black after six months, pre-tax profits for the year to April 1 were \$832,000, against FRS 3-re-stated losses of £329,000.

Operating profits surged from £170,000 to £1.14m on turnover of £31m (£27.3m). Net interest payable was £308,000 (£498,000 as borrowings fell from £2.34m to £1.51m, reducing gearing from 44 to 26 per cent.

Gross margins improved from 15.8 to 17.1 per cent as sales per employee

Mr Freddie Fane, chairman, said the strategy to focus on the core engineering businesses had proved correct and future development would be centred on these areas.

The tank container division, Universal Bulk Handling, which contributed £14m to turnover, saw volumes rise by 45 per cent. The division finished the year with a £10m order book and has opened sales offices in Chicago and Singapore.

Mr Anthony Cookson, chief executive, said Hadfield saw the US and Asia as targets for growth. "We will be looking for acquisitions to achieve this."

Mr Cookson said production facilities for Cookson and Zin, the storage tank and

pressure vessels division, would be expanded to meet increased demand for stainless steel containers.

He added that Al International, the maintenance division, and Trucking, the transportation division, continued to generate profits but Lyndon, the loss-making Manchester-based lightweight trailers manufacturer, would be disposed of.

Mr Fane announced he would stand down as chairman at the next annual meeting but remain as a non-executive director. He will be replaced by Mr Don Macdonald, a non-executive director for two years.

A proposed final dividend of 1.5p makes a total for the year of 2p (0.5p) from earnings per share of 9p, against losses of 3p.

Cheltenham & Gloucester reopens its doors to savers

By Alison Smith

Cheltenham & Gloucester Building Society is to reopen its doors to savers today. The decision ends a three-week period when the society stopped taking deposits after the High Court ruling which disallowed the terms of Lloyds Bank's £1.8bn agreed cash bid. The new accounts are all deposits, rather than share accounts, meaning that investors will not become members of the society and will have no voting rights.

Mr Andrew Longhurst, chief executive, said it was not appropriate for new shareholders to join C&G while it was "in a bind" on a revised cash payments plan in order to meet the terms of the court ruling "as an alternative to making an appeal."

C&G has not ruled out an appeal. But a decision on whether to launch an expedited appeal would have to come within 28 days of the formal court order which was made last week. C&G is likely to announce its intention within the first half of this month.

If the society can devise a new cash payments scheme which is lawful and looks likely to deliver the necessary high proportions of support from members, then such a course would appear preferable to risking the delay which even an expedited appeal process would mean.

That is the prospect which

seems to lie behind C&G's ban on new members, even though those joining now would not be able to vote on the Lloyds offer in terms of the original schedule.

The society closed its savings accounts because it believed that even though the court ruling would not allow new depositors to receive a windfall benefit from the Lloyds offer, some potential customers might wrongly interpret the judgment.

The three new accounts – the London account, the Gold deposit account and the Tessa deposit account – offer the same rates of interest as the share accounts they replace.

Camp site occupancy rates, which fell 6 per cent last year, were improving, and there had been "substantial growth" in mobile home, or caravan, bookings, which now represented 21 per cent of total bookings, up from a previous 17 per cent.

Margins declined last year from 15 per cent to 11 per cent. A small improvement is seen this year, but Mr Harman did not expect them to regain 15 per cent for some time. Nevertheless, margins were good by tourist industry standards.

Germany and the Netherlands were now

By Paul Abrahams

British Bio-technology Group, the UK's leading biotechnology company, yesterday reported pre-tax losses of £21.5m for the year to April 30 - which was within forecast. The result compared with losses of £13.1m last time.

Mr James Noble, finance director, said the increased losses were primarily caused by a rise in expenditure, which increased from £20.2m to £25.5m, mostly linked to additional research and development.

"At the beginning of the year there were less than 100 people

The result was also affected by a fall in net interest received from £4.21m to £1.66m. Income totalled £3.99m (£7.85m) of which £1.67m (£5.33m) related to British Biotechnology Products which was sold in July 1993. Of the continuing income of £2.3m about £1m was from government grants, and most of the rest from research agreements with Technic of the US and Glaxo.

The company has set up a commercial department and US office which cost a

The group had net cash of \$28.8m at the end of the financial year. Net proceeds from the rights issue in May this year were \$45.8m.

Dr Keith McCullagh, chief executive, said no further funding should be required until after the exercise of \$47.6m of warrants in January 1996. These are priced at \$25p per share.

Yesterday, the shares closed unchanged at 355p.

Mr Noble said the available funding was sufficient for the company to develop its lead compound, Batimastat, an anticancer drug, and submit it to

The company said it was looking for partners to help it develop products outside the cancer area in an effort to keep down costs. The company already has an agreement with Glaxo for an asthma compound.

Expansion widens British Bio loss

MBO at GKN vending unit

By Paul Cheeseright

The management of GKN Vending Services has staged a £7.6m buy-out from GKN, the engineering group, and changed the name of the company to Vendcare Services.

vices made pre-tax profits of £1.1m on sales of £17.1m. The buy-out team, led by Mr Rod Tompsett, managing director, was advised by Touche Ross. Equity funding came from Prudential Venture Managers and senior debt from NatWest.

Mr. Harman believed the mobile homes sector of the business and the sale of holidays through travel agencies were potential areas for further growth.

Losses per share were 15.2p, up from 13.2p. The interim dividend is increased from 3.45p to 3.6p.

"At the beginning of the year there were less than 100 people

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Report for the Quarter ended 30 June 1994							
OPERATING RESULTS				a months ended			
	Quarter ended		30-06-1994	30-06-1994			
Underground operations							
One milled - F1000	226	229	424				
Sold produced - kg	807	915	1 722				
Yield - g/t	3.59	4.00	3.79				
Revenue - R/kg	42 291	39 590	60 828				
Cost - R/kg	55 589	45 442	50 180				
Working loss - R/kg	13 248	5 852	9 332				
Revenue - R/t milled	151.58	158.19	154.85				
Cost - R/t milled	198.09	181.37	190.25				
Surfwork - R/t milled	47.51	23.38	35.39				
Sand treatment							
Sand treated - 1000	269	311	590				
Sold produced - kg	152	194	348				
Yield - g/t	0.87	0.96	0.88				
Revenue - R/kg	42 291	39 590	60 828				
Cost - R/kg	29 943	22 507	25 752				
Working profit - R/kg	12 299	17 083	15 046				
Revenue - R/t treated	23.86	24.70	24.38				
Cost - R/t treated	16.93	14.04	15.38				
Working profit - R/t treated	6.95	10.66	8.98				
FINANCIAL RESULTS (R900's)							
Revenue	40 826	43 905	84 233				
Cost	49 350	45 946	95 298				
Working loss	(8 522)	(2 041)	(11 063)				
Surfwork - net	955	472	1 263				
Loss before taxation and State's share of profit	(7 517)	(1 563)	(9 480)				
Taxation and State's share of profit	-	-	-				
Loss after taxation and State's share of profit	(7 517)	(1 563)	(9 480)				
Capital requirements - net	15	354	399				
OPERATIONS							
Underground							
As a result of the cautionary announcement dated Monday, 27 June 1994 following investigations into the future viability of underground operations, and the inability of the mine to achieve the required improvements in production and productivity, the directors have decided to cease underground operations as soon as it is practical. Redundancy, rehabilitation and the disposal of surplus assets will commence immediately subsequent to the cessation of underground operations.							
Discussions in respect of standby State assistance to meet future funding requirements were not concluded.							
Sand							
Production was down due to loss of tonnage over the election period and operational losses, stemming of full sand operations to being reduced. Costs are anticipated to increase due to the absorption of certain overhead costs previously charged to the underground operation.							
GENERAL							
Negotiations with representatives of employees have commenced. A date is expected in the forthcoming quarter as the costs of the underground closure are incurred.							
HEDGING							
At the end of the quarter, the company has the following hedging contracts:							
	Quarter ending	Kilograms	Average price per kilogram				
	1994	100	R41 875				
PUMPING ASSISTANCE							
Assistance totalling R3.0 million (previous quarter R2.35 million) for the pumping of enormous water was claimed from the State during the quarter. Working costs for the pumping of water for assistance in terms of the current agreement, future assistance will be reviewed.							
CAPITAL EXPENDITURE							
There are no commitments for capital expenditure. Previous quarter nil.							
REGISTERED OFFICE	UNITED CONCORD SECURITIES			P.O. and by e-mail of the Board			
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				30 June 1994			


Notice of Interest Payment
To Extended Term Debenture Holders


K Mart (Australia) Finance Limited
Extended Term Debentures due 2002

Shawmut Bank Connecticut, National Association as Trustee for K Mart (Australia) Finance Limited Extended Term Debentures due 2002 under an Indenture dated as of July 1, 1976 between K Mart (Australia) Finance Limited and Shawmut Bank Connectic-
ut, National Association hereby confirms the following:

- For the Period to June 30, 1995.
- The Minimum Redemption Price per \$1,000 principal amount of Extended Term Debentures is \$605.44.
- The principal amount outstanding on each Extended Term Debenture is their face value, \$1,000, \$10,000 and \$100,000, respectively.
- The interest payable on July 1, 1995 will be \$120.31 per \$1,000 principal amount of Extended Term Debentures.

Shawmut Bank Connecticut, National Association
as Successor Trustee to
NATIONAL WESTERN BANK USA






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FINANCIAL TIMES

FT EXPORTER

FT EXPORTER: *Summer Issue - July 7th*

The next issue of Europe's premier export review, the FT Exporter will appear with the Financial Times throughout the UK and Europe on the 7th July 1994. Written by Financial Times journalists based in leading business centres across Europe, the FT Exporter will show, through case histories, how orders are being won and what practical problems are being overcome.

The Summer issue will include a discussion of how free is World Trade after GATT, at a glance Risk Profiles for

major non-European trading countries, a comprehensive guide to short term export credit insurers and a look at good deals, bad deals and who's doing them.

Details of the new FT Exporter WorldTraveler Förcard, in association with *Sprint*, will also be included in the Summer Issue.

Derek van Tienen [display]
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Janet Kellock [classified]
 Tel: 44 (0) 71 873 3503 Fax: 44 (0) 71 873 3088

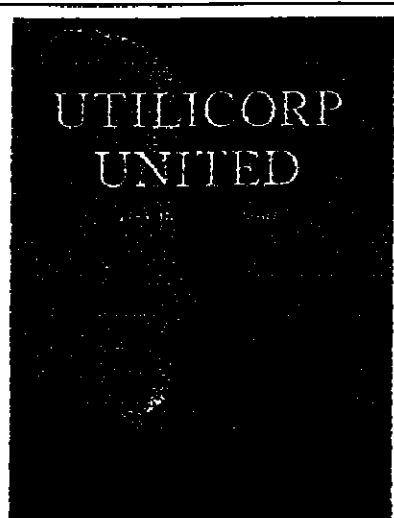
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97

CAE Inc.

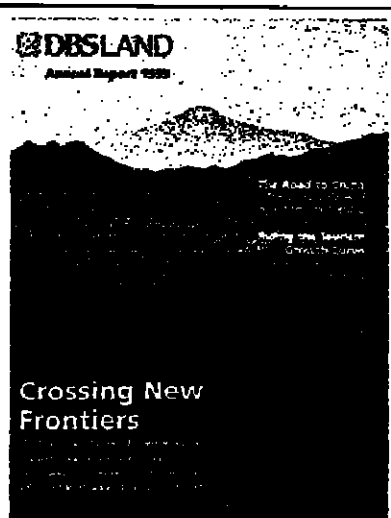
CAE is the world leader in simulation and training systems. The company's strong commitment to R&D has enabled CAE to enter new markets. Two examples of the success of this strategy are MAXVUE™, CAE's visual system, and the GEN 3™ energy management system. The company also leverages proprietary technology and precision manufacturing capabilities to enhance its leadership position in a number of niche industrial markets. With headquarters in Toronto, the company's common shares are listed on the Toronto and Montreal Stock Exchanges under the symbol "CAE".



98

UtiliCorp United

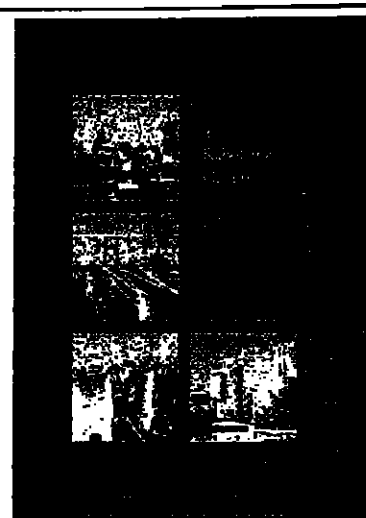
At the forefront of change in the U.S. utility industry for nearly a decade, UtiliCorp United (NYSE:UCU) today is uniquely positioned to succeed in deregulated energy markets. It operates electric and gas utilities in eight states and British Columbia; produces, processes and markets natural gas in North America; owns independent power projects; markets natural gas in Great Britain through joint ventures with six regional electric companies; and has electric utility interests in New Zealand.



99

DBS LAND

DBS Land is one of the largest Singapore property groups listed on the Singapore Stock Exchange and a leader in the Singapore property market. It has assets of more than S\$3.7 billion in prime commercial, hotel, industrial, residential and leisure properties in strategic locations. DBS Land's portfolio also includes residential, commercial, industrial and hotel properties in Malaysia, Indonesia, Hong Kong, China, Sri Lanka and Vietnam. 48 Singapore and overseas subsidiaries carry out the Group's core business of property, investment and development, hotel management and related business. As at December 1993, DBS Land's profit after taxation increased by 35.3% to S\$78.7 million. The Group's turnover rose 4.1% to S\$302 million.



100

The Rabobank Group

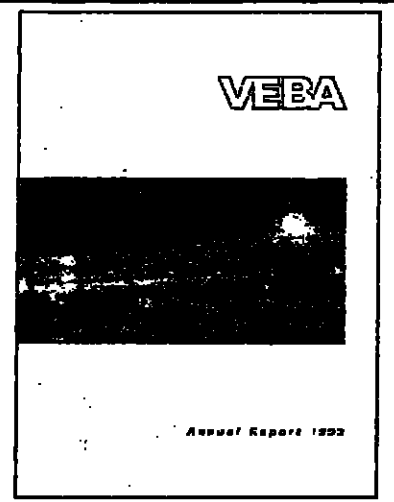
With total assets of NLG 253.2 billion the Dutch Rabobank Group ranks among the top 20 banks in Europe and the top 50 worldwide. Over the past two decades, the bank has gradually expanded its international network to cover strategic geographic areas. It comprises now 47 offices in the world's major financial and commercial centres. The Group's 'central bank', Rabobank Nederland, operates as a wholesale house, specializing in serving major national and international corporations and in operations on the financial markets. Besides dealing room and treasury activities, the bank offers corporate finance services (including consultancy on mergers, acquisitions and participations) as well as a comprehensive package of international services through its international network.



101

Avesta Sheffield AB

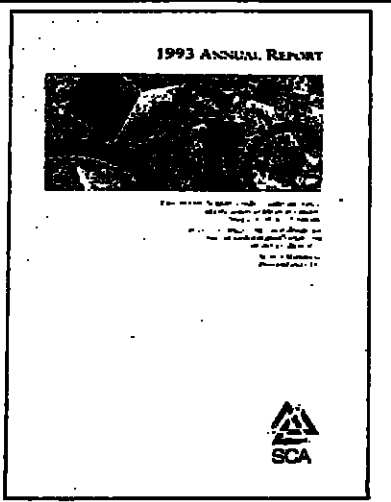
Avesta Sheffield is one of the world's major manufacturers and distributors of stainless steel with a comprehensive product programme. Avesta Sheffield employs 8,100 people and has a turnover of approximately SEK 14 billion. The group has manufacturing facilities in Sweden, the UK and the USA. It has sales companies in 20 countries, service centres in the major markets and 30 agents throughout the world. Specialisation in stainless steel and integrated process routes from raw materials to finished products contribute to low costs and superior customer service.



102

VEBA AG

Headquartered in Düsseldorf, Germany, VEBA is one of the largest publicly owned European companies with approx. 500,000 shareholders. In 1993 the Group's 128,548 employees worldwide generated sales totalling DM 66.3 billion. While earnings amounted to DM 1.2 billion, earnings per share were DM 24.75. Through its fleet of companies, VEBA is active in the fields of Electricity, Chemicals, Oil, Trading/Transportation/Services. Aside from its international market approach, the company continues to focus its efforts on high value-added activities, and thus remains committed to creating value for its shareholders.



103

SCA

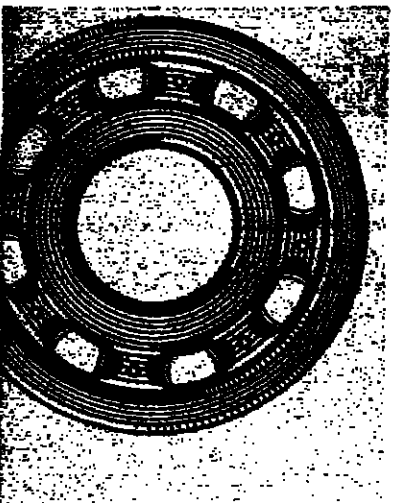
SCA is a strong, consumer-oriented company in the fields of hygiene products and packaging which account for about 2/3 of consolidated sales. High value-added printing papers and sawn timber are other significant areas. In its production, SCA uses as much recycled fiber as it does virgin fiber from the forest. SCA employs a work force of approx. 25,000 in some 20 countries, half of whom are employed within the EC. Markets outside Sweden account for about 85 percent of sales. Europe is the primary market. SCA in brief: Net sales SEK 33,426 M (2,157). Earnings after financial net SEK 1,210 M (451). Earnings per share SEK 5.82 (1.99). Equity/assets ratio 47% (41). Shareholders equity incl minority interest SEK 20,879 M (19,091).



104

RIETER

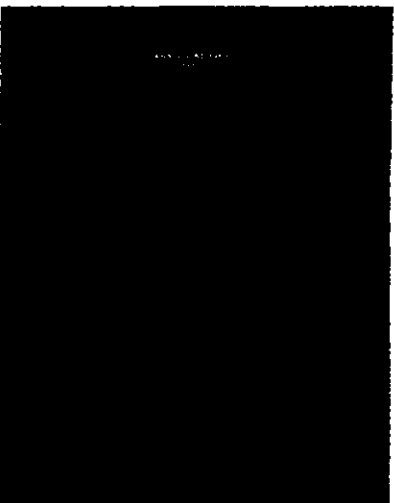
Rieter, a Swiss based group with global presence and CHF 1655 million sales in 1993, is the only company worldwide which commands the entire know how in fiber manufacturing and processing, based on both cotton and plastics. In its divisions Spinning Systems and Chemical Fiber Systems, Rieter develops and produces machines and fully integrated spinning systems. The Unikeller division is European market leader in noise control and thermal insulation components for vehicles.



105

SKF

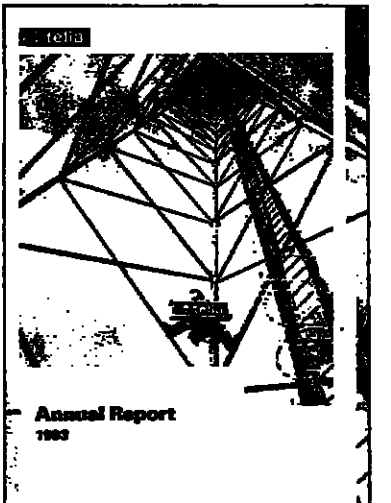
SKF is the world leader in rolling bearings, with a market share of 20%. Bearings and seals are the Group's core business and accounted for 90% of total Group sales which in 1993 amounted to SEK 29,200 million. The manufacturing is carried out in around 90 factories in 15 countries. The sales organization consists of wholly owned sales companies and more than 7000 industrial distributors together covering some 130 countries in the world.



106

TVX Gold Inc.

TVX Gold Inc. is a Canadian based growth oriented international mining company with 1993 gold and gold equivalent production of a record 439,000 ounces at an average cash cost of \$172 per ounce from its interests in six operating gold mines located in North and South America. The strengths of TVX Gold include quality reserves, long mine life, low average cash costs and increasing production, and a new, experienced and aggressive management team.



107

Telia

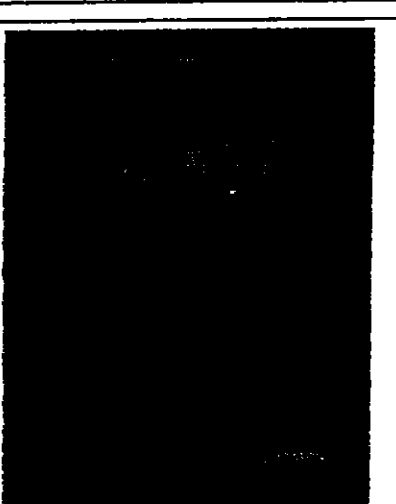
The Telia Group offers public and private networks for telephony, data communications and mobile telephony. Together with FTT Netherlands and Swiss FTT, Telia is a co-owner of Unifone. In 1993, The Telia Group's revenues totalled USD \$4.5 Billion. Return on capital employed was 14.5 %. Telia invested a total of USD 910 million.



108

Banco Comercial Português

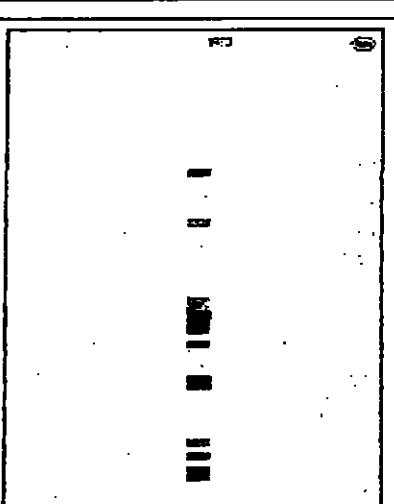
In spite of the worsening of the Portuguese economy BCP had another successful year. Two specialised banks started up, one in merchant banking, CISP - Banco de Investimento, and another in mortgage financing, Banco de Investimento Imobiliário. Also, a 50% stake in Banco Brisa de Gestão Privada, in Spain, was acquired while the opening of our Macao branch allows BCP into booming Southeast Asia, taking advantage of the existing synergies. Finally, in 1993 total assets increased 26.7% (up to PTE 1,927 B) net interest income 23.7% (up to PTE 71.9 B), cash flow 33.9% (up to PTE 75 B) and shareholders' equity 9% (up to PTE 166 B). The solvency ratio, on a consolidated basis, was 15%.



109

STATOIL

Statoil is an integrated Norwegian oil and gas company and ranks as the leading operator on Norway's continental shelf. Operations are also pursued in 20 other countries. The group reported a profit before taxation of NOK 12 billion in 1993 as against NOK 9.9 billion the year before. This increase was due to a high level of production, a reduction in operating costs and improved financial results. Statoil is organised in four business areas - Exploration & Production, Natural Gas, Oil Trading & Shipping and Refining & Marketing. From 1994 Statoil's involvement in Petrochemicals has been transferred to Borealis, a new petrochemical company owned 50 per cent by Statoil and 50 per cent by Neste. After the hive-off of its petrochemical operations in 1994, the group has about 12,000 employees.



110

Roche

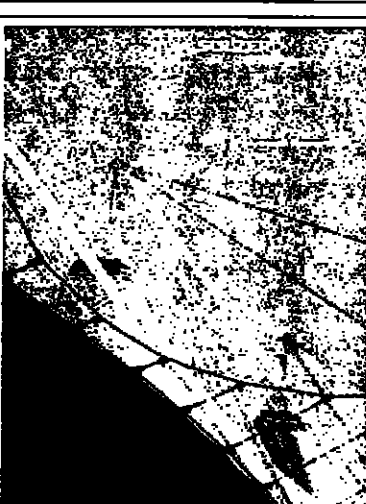
Roche is a Swiss-based international health care group employing over 56,000 people worldwide. It is a research-driven company with a leading position in biotechnology and activities covering the entire health spectrum of prevention, diagnosis and treatment of disease. Roche has gained a high reputation for the quality of its innovative research and the original contributions it has made to the development of new drugs. In addition to pharmaceuticals Roche is also engaged in the fields of vitamins and fine chemicals, diagnostics, fragrances and flavors. In 1993 Roche Group consolidated sales rose 11% to reach Sfr. 14,315 million. Consolidated net income grew 29% to Sfr. 2,478 million. Groupwide Sfr. 2,163 or 15% of total group sales were devoted to research and development. This is an increase of Sfr. 165 million or 8%.



111

Roberts Pharmaceuticals

Roberts Pharmaceuticals (NASDAQ:RPCX) is first realizing its goal of becoming a major pharmaceutical company whose diverse products contribute to the health and well-being of all age groups. Roberts has successfully combined an aggressive product development program with strategic acquisitions, to create a profitable company with a well-balanced product portfolio concentrated in six major therapeutic categories.



112

SULZER

Sulzer is a market-oriented, internationally leading Technology Corporation based in Winterthur, Switzerland, employing over 30,000 co-workers worldwide. Sulzer is active in the following markets: Weaving Machinery, Plant and Building Services, Medical Technology, Process Engineering, Reciprocating Compressors, Locomotives, Surface Technology, Thermal Power Systems, Hydraulics, Thermal Turbomachinery, Paper Technology and Pumps. In 1993, despite poor economic conditions in many of its markets, Sulzer increased its net income by 11% with a slightly reduced sales and order intake; net value added per employee rose by 3.5%.

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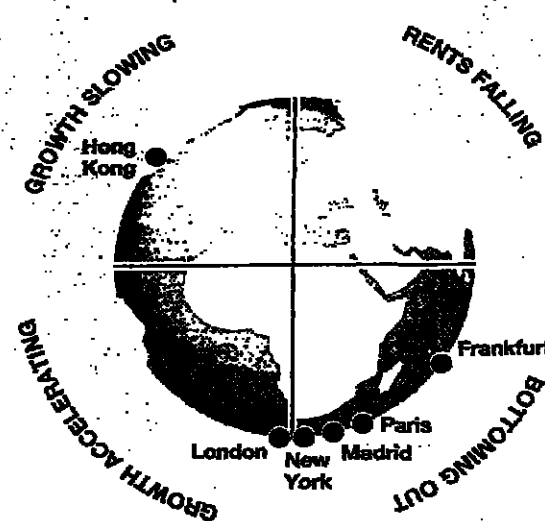


The new provision would have the effect of ensuring that where BT is required to reduce its prices in any year of the three years from that commencing 1 August 1994, in accordance with Condition 24A of its Licence, the combined effect of the changes in individual controlled

* Source: Professional Investment
Chamber of Madrid (1993).

evidence of market activity is scarce. Transfer costs associated with property purchases in France add an additional 15 per cent to the overall cost, largely because of the high level of stamp duty (in the UK total transfer costs is a relatively low 3 per cent), a deterrent to overseas groups weighing the various merits of

Prime rental values (June 1994)



Dutch and Belgian markets appear to be missing out on overseas investor scrutiny; activity in Belgium in particular is low. Dutch institutions and property funds have nevertheless always been at the forefront of those groups active overseas, with renewed interest in the UK, US and other

The principal US investors interested in Europe are the larger pension funds keen to diversify beyond America. US funds' interest in Europe is gathering pace at the same time as an increasing awareness of the attractions of their home market. American investors will inevitably be better placed to spot opportunities in their own backyard in the face of rising interest from European competitors.

The present fragility of prices in the UK for over-rented investments represent the first round in this encounter.

**The author is chairman
Jones Lang Woolton Fur
Management**

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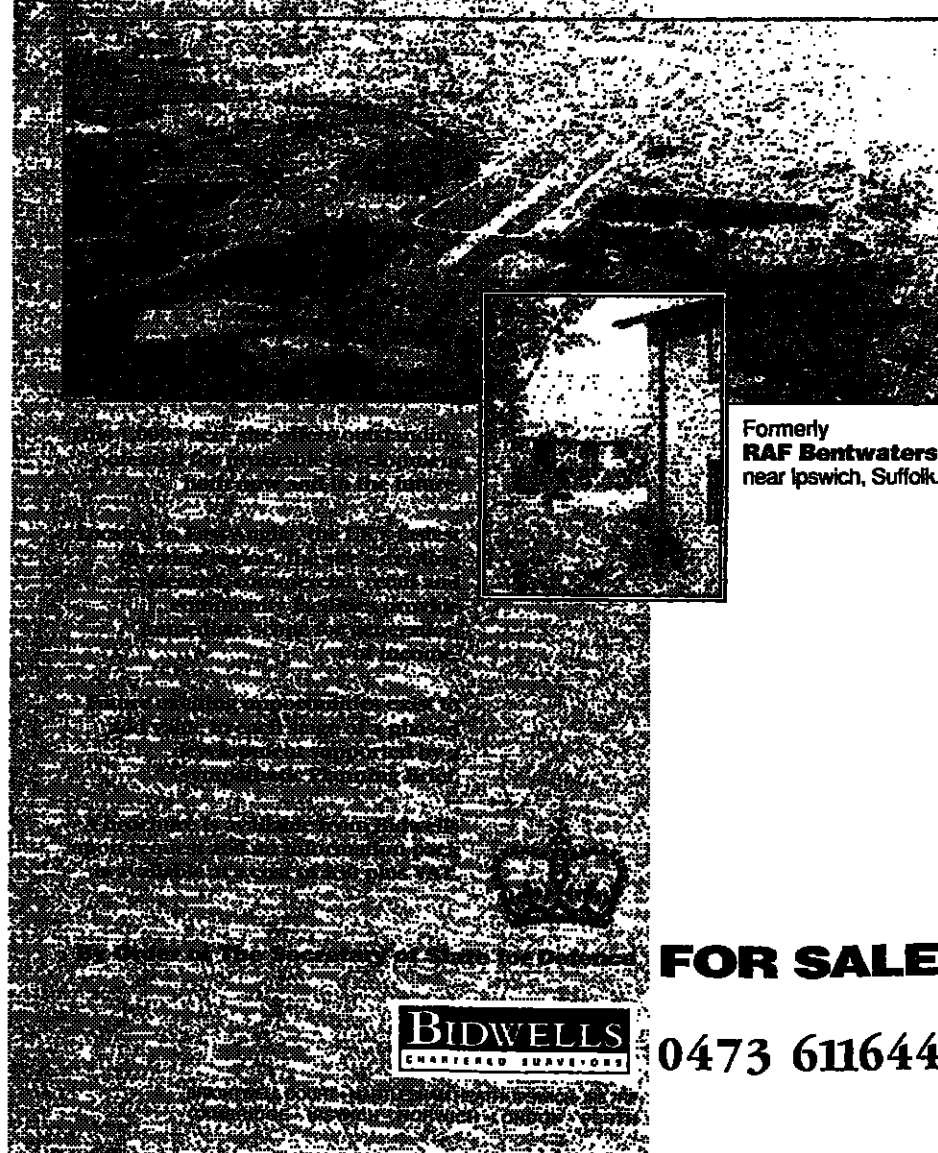
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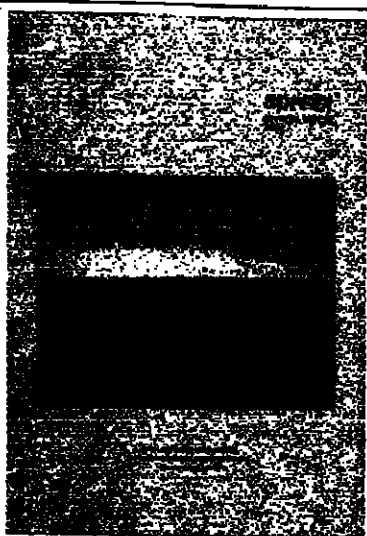
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1945

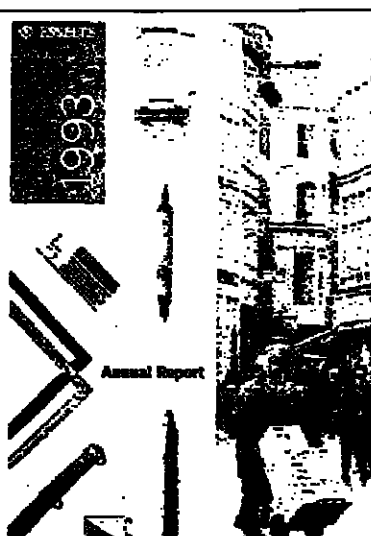
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113

SOFFEX

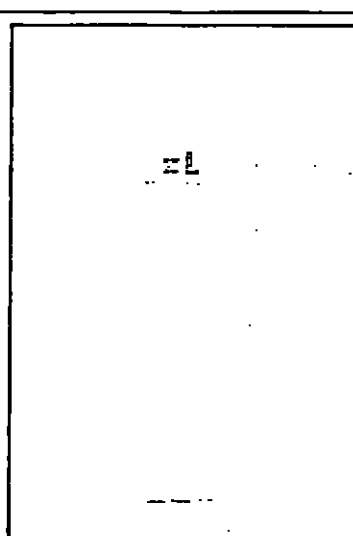
SOFFEX - Swiss Options and Financial Futures Exchange is the Swiss-wide fully integrated electronic Exchange for derivative products. The product range with options on Swiss blue-chip shares and the Swiss Market Index (SMI) as well as futures on the SMI and long-term government bonds meets the needs of all portfolio managers active in the Swiss franc sector. Market position in Europe 1993: 1st place in stock options, 2nd in index options.



114

Esselte

Esselte is a worldwide Group focusing on manufacture and distribution of products for offices and retail stores. The Group has slightly more than 11,000 employees, of whom 460 are located in Sweden. Operations are conducted primarily in Western Europe and North America. Sales for 1993 amounted to SEK 11,843 m, an increase of 20 percent, compared with the preceding year. Income before tax was SEK 301 m (-11). Return on capital employed increased to 8.3 percent (5.1). Income per share after tax was SEK 4.30 and proposed dividend SEK 2.75 per share.



115

Zellweger Luwa Group

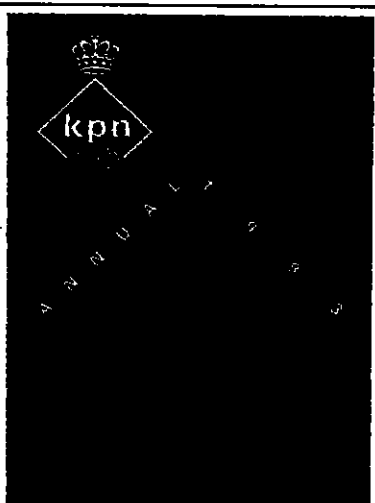
With branches in over 20 countries throughout the world, the Swiss Zellweger Luwa Group has some 6,900 employees. Operations cover the following areas: Textile Systems, Energy, Environmental Monitoring, Ventilating and Air-conditioning Systems, and Building Services. In 1993, consolidated sales came to Swiss Francs 979.8 million.



116

LIPPOBANK

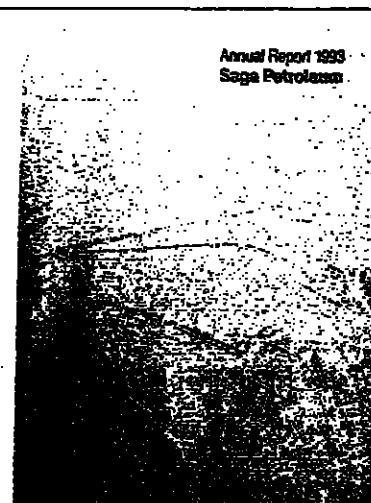
Lippobank, established in 1948, is one of Indonesia's leading commercial banks. Among publicly-listed banks it has the largest network of all, with more than 220 branches throughout Indonesia. It has representative offices in Sydney, Kuala Lumpur, Bangkok, Manila, Hanoi and Ho Chi Minh City. As part of the Lippo Group of companies, Lippobank has subsidiaries and financial services affiliates in Hong Kong, Singapore, China, Thailand, Australia and California - and either directly or via the Lippo Group, joint venture alliances in Indonesia with eminent banking names such as Bankers Trust, Tokai Bank, Daiwa Bank and Banque Nationale de Paris. The shares of Lippobank are actively traded on the Indonesian stock exchanges.



117

KPN

1993 was again a good year for Royal PTT Nederland. Net income increased by almost 8% to NLG 1,795 million. The dividend was raised to 50% of this amount, rounded up to NLG 898 million. Sales increased by almost 6% to NLG 17,308 million. Capital expenditure on property, plant and equipment was NLG 3,180 million. Group equity amounted to 49.2% of total liabilities and group equity at year end 1993. At present, KPN expects that for 1994 the growth of sales and net income will be consistent with 1993.



118

Saga Petroleum a.s.

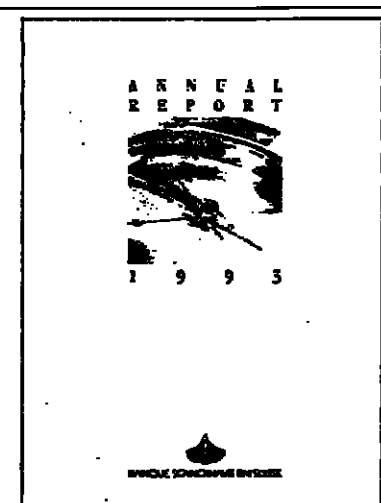
In 1993, Saga Petroleum had an operating profit of NOK 1 694 million and a profit before taxes of NOK 1 006 million. The Group's proved and probable oil and gas reserves total 147.4 million tonnes of oil equivalent, of which 44 per cent oil. In terms of reserves, Saga is among the largest independent upstream companies in the world. It is Saga's intention to further strengthen its position on the Norwegian shelf, and to utilise the company's expertise and capacity to gradually develop its international activities. Saga's objective is to give the company's shareholders the highest possible return on their investment through efficient operations and strict requirements to the profitability of new projects.



119

Software AG

Software AG celebrated its 25th business year with an eight per cent rise in Group sales to DM 843 million, further confirmation of its position as one of the largest independent software vendors worldwide. More than 5,000 organisations in over 75 countries currently base their IS activities on Software AG products and services. The positive results recorded in 1993 reflect the further success and refinement during the year of our long-term strategy of positioning Software AG as a global services provider, supplying medium-sized and large enterprises with business solutions based on superior software technology.



120

BSS

BSS is a Swiss bank with all what this implies in terms of tradition, experience, security and confidentiality. BSS is owned by the "Fondation de Famille Sandoz" and by key executives of the bank. The bank focuses on asset management for private and institutional clients and offers a wide range of securities and banking services including global custody, forex and stock exchange operations.

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COMMODITIES AND AGRICULTURE

Further doubt cast on Russian diamond deal

By John Lloyd in Moscow

The top official in Russia's diamond industry has again cast doubt on the future agreement with De Beers diamond monopoly - saying that Russia gets prices up to 35 per cent higher for the 5 per cent of its production it is allowed to sell outside its agreement with De Beers, the south African group that, through its London-based Central Selling Organisation, controls at least 80 per cent of world trade in rough (uncut) diamonds.

Mr Yevgeny Bychkov, head of the state committee on precious metals and stones, was speaking before the expected resumption of talks with De Beers in the middle of this month. The two sides talked in June, but were unable to settle any of the outstanding issues between them.

Exports of rough diamonds - handled by De Beers - brought in \$1.3bn last year, said Mr Bychkov, while exports cut stones yielded \$680m. Nearly all of this production came from the republic of Yakutia, with the Urals, the only other diamond producing region, accounting for no more than 100,000 carats.

Zinc producers conspire in their own downfall

An opportunity for a return to profitability has been missed, argues Thomas Baak

Some years ago the chief executive of a major European metals group delivered a speech on the future of the European zinc industry. To make his point he compared the decision makers in the industry with the heroes of ancient Greek plays - who acted in ways that inevitably led to their destruction.

In the end that chief executive proved a perfect example of his own analogy. There is no predestination, however, that the European zinc industry should always be a loser. Its failures have been caused by wrong decisions - repeated over and over again.

The present situation has been exacerbated, of course, both by the unforeseeable rise in metal supplies from the former eastern bloc countries and by the adverse business cycle. But it is not the first time that the European zinc industry has found itself in turmoil; low profitability has been its main feature for decades.

Zinc production is characterised by high fixed costs, stemming from high capital intensity and the structure of power supply contracts, which sacrifice intake flexibility for low power tariffs.

The European zinc producers, who are at a comparative cost-disadvantage, have always seen only one way to stay competitive - spreading fixed costs by expanding capacity. What makes sense for an individual producer does not, however, work in the interest of the whole industry. It inevitably results in overcapacity. No wonder that western Europe, a high-cost region, is punished by the lowest zinc prices.

Several attempts have been made to remedy the situation by concerted action of producers and the European Commission. The last attempt to negotiate a "shut-down agreement" failed some months ago. It was aimed at facilitating the closure of unprofitable capacity by raising money from the whole industry in order to get

Peru auctions off big, low-grade goldfield

By Sally Bowen in Lima

The rights to the vast Peruvian alluvial gold deposits known as San Antonio de Potos were successfully auctioned in Lima this week.

Vega-Andes Corporation, a Peruvian consortium, outbid rival Brazilian and Colombian mining concerns with an offer exceeding \$8.8m for the two deposits and the fixed assets. With the sale, handled by Morgan Grenfell, the Peruvian state risks itself of a huge but low-grade goldfield that it has never been capable of developing. The deposits, located on

Australia expects Asian beef boost

By Nikki Tait in Sydney

Australian beef exports to North Asia could almost double over the next four years, as a result of trade liberalisation, the government-owned Australian Bureau of Agricultural and Resource Economics, forecast this week.

Abares suggested that exports to Japan and South Korea could rise to 650,000 tonnes in 1998-99, from 344,000 tonnes in 1993-94. The increased exports should underpin prices and could take the cattle herd and beef production back to the record levels seen in the 1970s, the forecaster suggested.

'Growers unlikely to gain from coffee price surge'

Smallholder farmers were unlikely to benefit from the explosive price rise in coffee

the futures this week, TransFair, a foundation securing Third World growers prices above world market levels said, reports Reuters from Cologne.

Wholesalers continue to buy coffee from the small farms at the old rock-bottom prices, TransFair managing director Dr Dieter Overath.

New Zealand to drop Woolmark

By Terry Hall in Wellington

The New Zealand Wool Board will shortly cease to use the Woolmark, brand name for much of the country's wool production, it announced this week. This follows its decision to take over the interior wool division of the International Wool Secretariat.

In future the wool, most of which will end up as carpet, curtaining, bedding or upholstery fabrics, will be sold under the name Wools of New Zealand, with a new registered trademark of a stylised black and white fern.

land was the major producer of interior wools, and wanted a direct involvement in its production. New Zealand will remain a member of the IWS, as will the other original partners - Australia and South Africa - and continue to contribute towards the cost of promoting apparel products. However, these accounts for only 20 per cent of New Zealand's wool production.

As part of the change the board will also change its operational name to Wools of New Zealand, although Mr Morrison emphasised that its role as a producer-owned co-operative of farmers would remain. He said the change in name was to help ease misconceptions that the board was government-controlled.

MARKET REPORT

LME base metals prices move higher

Base metals prices moved higher yesterday afternoon on the London Metal Exchange and, although there was some late profit-taking, all markets finished in the plus column with most set for further gains, dealers said.

months delivery) aluminium should get above \$1,500 (a tonne), one said. The aluminium price closed yesterday at \$1,497.50 a tonne, up \$18.75 on the day, but ended the afternoon session at \$1,498.

London Commodity Exchange COFFEE prices ended modestly firmer after a roller-coaster session that saw them test the downside after touching fresh 74-year highs

in early trading. The September futures position closed \$5 up at \$3,126 a tonne. "We came back up on New York's regained strength," said one trader.

The market mood remained fundamentally very bullish and further gains were likely, others said, noting it was "just the start of the first period" in the southern hemisphere. Compiled from Reuters

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

(Prices from Anonymous Metal Trading)

Aluminium, 99.95% purity (\$ per tonne)

	Close	High	Low	Open
Close	1471.2	1471.2	1467.8	1467.8
Previous	1460.1	1476.0	1460.1	1460.1
High/Low	1480.1/1458.0	1489.0	1458.0	1489.0
AM Official	1480.1	1485.5	1465.5	1485.5
AM Official	1480.1	1485.5	1465.5	1485.5
Open Int.	275,911			
Total daily turnover	57,025			
Aluminium alloy (\$ per tonne)				
Close	1485.70	1485.70	1483.5	1483.5
Previous	1445.55	1485.70	1445.55	1445.55
High/Low	1485.70/1445.55	1485.70	1445.55	1485.70
AM Official	1485.70	1485.70	1483.5	1483.5
AM Official	1485.70	1485.70	1483.5	1483.5
Open Int.	2,918			
Total daily turnover	2,918			
Lead (\$ per tonne)				
Close	558.5-60.5	558.5-60.5	558.5-60.5	558.5-60.5
Previous	524.5	558.5-60.5	524.5	524.5
High/Low	558.5-60.5	558.5-60.5	524.5	558.5-60.5
AM Official	558.5-60.5	558.5-60.5	524.5	558.5-60.5
AM Official	558.5-60.5	558.5-60.5	524.5	558.5-60.5
Open Int.	36,587			
Total daily turnover	11,185			
Nickel (\$ per tonne)				
Close	6140-50	6230-35	6140-50	6230-35
Previous	6100-10	6200-35	6100-10	6200-35
High/Low	6100-10/6140-50	6200-35	6100-10	6200-35
AM Official	6140-50	6230-35	6100-10	6200-35
AM Official	6140-50	6230-35	6100-10	6200-35
Open Int.	57,554			
Total daily turnover	9,008			
Tin (\$ per tonne)				
Close	5240-50	5315-20	5240-50	5315-20
Previous	5240-50	5315-20	5240-50	5315-20
High/Low	5240-50/5315-20	5315-20	5240-50	5315-20
AM Official	5240-50	5315-20	5240-50	5315-20
AM Official	5240-50	5315-20	5240-50	5315-20
Open Int.	12,889			
Total daily turnover	4,814			
Zinc, special high grade (\$ per tonne)				
Close	592-3	597-7	592-3	597-7
Previous	592-3	597-7	592-3	597-7
High/Low	592-3/597-7	597-7	592-3	597-7
AM Official	592-3	597-7	592-3	597-7
AM Official	592-3	597-7	592-3	597-7
Open Int.	105,142			
Total daily turnover	67,975			
Lead, 99.95% purity (\$ per tonne)				
Close	2267.5-5.5	2268.7	2267.5-5.5	2268.7
Previous	2265.5-5.5	2268.7	2265.5-5.5	2268.7
High/Low	2265.5-5.5/2268.7	2268.7	2265.5-5.5	2268.7
AM Official	2265.5-5.5	2268.7	2265.5-5.5	2268.7
AM Official	2265.5-5.5	2268.7	2265.5-5.5	2268.7
Open Int.	227,995			
Total daily turnover	67,975			
Lead, 99.95% purity (\$ per tonne)				
Close	107.15	107.80	107.15	107.80
Previous	107.15	107.80	107.15	107.80
High/Low	107.15/107.80	107.80	107.15	107.80
AM Official	107.15	107.80	107.15	107.80
AM Official	107.15	107.80	107.15	107.80
Open Int.	107.15			
Total daily turnover	107.15			
Lead, 99.95% purity (\$ per tonne)				
Close	107.15	107.80	107.15	107.80
Previous	107.15	107.80	107.15	107.80
High/Low	107.15/107.80	107.80	107.15	107.80
AM Official	107.15	107.80	107.15	107.80
AM Official	107.15	107.80	107.15	107.80
Open Int.	107.15			
Total daily turnover	107.15			

Precious Metals continued

GOLD COMEX (100 Troy oz; \$ per oz)

	Sett	Day's change	High	Low	Open
Sett	355.8	1.0	355.8	355.8	355.8
Day's	355.8	1.0	355.8	355.8	355.8
High	355.8	1.0	355.8	355.8	355.8
Low	355.8	1.0	355.8	355.8	355.8
Open	355.8	1.0	355.8	355.8	355.8
Sett	355.8	1.0	355.8	355.8	355.8
Day's	355.8	1.0	355.8	355.8	355.8
High	355.8	1.0	355.8	355.8	355.8
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Open	355.8	1.0	355.8	355.8	355.8
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High	355.8	1.0	355.8	355.8	355.8
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High	355.8	1.0	355.8	355.8	355.8
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High	355.8	1.0	355.8	355.8	355.8
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Open	355.8	1.0	355.8	355.8	355.8
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Day's	355.8	1.0	355.8	355.8	355.8
High	355.8	1.0	355.8	355.8	355.8
Low	355.8	1.0	355.8	355.8	355.8
Open	355.8	1.0	355.8	355.8	355.8
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Day's	355.8	1.0	355.8	355.8	355.8
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Day's	355.8	1.0	355.8	355.8	355.8
High	355.8	1.0	355.8	355.8	355.8
Low	355.8	1.0	355.8	355.8	355.8
Open	355.8	1.0	355.8	355.8	355.8
Sett	355.8	1.0	355.8	355.8	355.8
Day's	355.8				

INVESTMENT TRUSTS - Cont.

姓名	性别	年龄	民族	籍贯	职业	文化程度	政治面貌	婚姻状况	健康状况	特长	爱好	其他
王德胜	男	45	汉族	山东烟台	教师	本科	中共党员	已婚	良好	书法	阅读	
李小红	女	32	汉族	河南郑州	护士	大专	共青团员	已婚	良好	舞蹈	运动	
张小明	男	28	汉族	江苏苏州	程序员	本科	中共党员	未婚	良好	编程	音乐	
赵国强	男	55	汉族	四川成都	工程师	硕士	中共党员	已婚	良好	摄影	旅行	
刘丽娟	女	40	汉族	广东广州	会计	本科	中共党员	已婚	良好	烹饪	园艺	
陈伟华	男	38	汉族	浙江杭州	医生	本科	中共党员	已婚	良好	足球	阅读	
周美玲	女	25	汉族	湖南长沙	设计师	大专	共青团员	未婚	良好	绘画	音乐	
吴大刚	男	50	汉族	安徽合肥	工人	高中	中共党员	已婚	良好	象棋	运动	
孙小芳	女	35	汉族	湖北武汉	记者	本科	中共党员	已婚	良好	写作	阅读	
郑志远	男	42	汉族	福建厦门	商人	本科	中共党员	已婚	良好	投资	旅行	
马海燕	女	30	汉族	广西桂林	教师	本科	中共党员	已婚	良好	唱歌	运动	
徐建国	男	58	汉族	江西九江	农民	小学	中共党员	已婚	良好	种植	阅读	
黄小华	女	22	汉族	云南昆明	学生	高中	共青团员	未婚	良好	舞蹈	音乐	
林志强	男	48	汉族	山西太原	工程师	本科	中共党员	已婚	良好	编程	阅读	
周丽娟	女	33	汉族	陕西西安	护士	大专	共青团员	已婚	良好	舞蹈	运动	
吴大刚	男	52	汉族	河北石家庄	工人	高中	中共党员	已婚	良好	象棋	运动	
孙小芳	女	27	汉族	四川成都	程序员	本科	中共党员	未婚	良好	编程	音乐	
郑志远	男	40	汉族	广东广州	商人	本科	中共党员	已婚	良好	投资	旅行	
马海燕	女	31	汉族	浙江杭州	教师	本科	中共党员	已婚	良好	唱歌	运动	
徐建国	男	56	汉族	湖南长沙	农民	小学	中共党员	已婚	良好	种植	阅读	
黄小华	女	24	汉族	湖北武汉	学生	高中	共青团员	未婚	良好	舞蹈	音乐	
林志强	男	49	汉族	福建厦门	工程师	本科	中共党员	已婚	良好	编程	阅读	
周丽娟	女	34	汉族	广西桂林	护士	大专	共青团员	已婚	良好	舞蹈	运动	
吴大刚	男	53	汉族	江西九江	工人	高中	中共党员	已婚	良好	象棋		

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454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820,</p>	<p>Capital-Care Myers UT Mgmt Ltd (10000F) 21 Bedford Row, London EC4A 3DF Tel: 01-479 7240 Capital-Care Myers UT Mgmt Ltd (10000F) 21 Bedford Row, London EC4A 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Scottish Widows' Group - Contd.									
San Alliance Group - Contd.									
GN Insurance Co Ltd									
Scottish Provident Life Assurance Ltd									
Calsonic Flight Fund Managers - Contd.									
Small International (Guernsey) Ltd									
Barings Mutual Fund Manager (Guernsey) Ltd									
Capital House Fund Mgrs (CJ) Ltd									
IRELAND (SIB RECOGNISED)									
Fund Name	IS	IS	IS	IS	IS	IS	IS	IS	IS
FT Managed Funds (Ireland) Ltd									
Small International (Guernsey) Ltd									
Barings Mutual Fund Manager (Guernsey) Ltd									
Capital House Fund Mgrs (CJ) Ltd									
JERSEY (SIB RECOGNISED)									
Fund Name	IS	IS	IS	IS	IS	IS	IS	IS	IS
Small International (Guernsey) Ltd									
Barings Mutual Fund Manager (Guernsey) Ltd									
Capital House Fund Mgrs (CJ) Ltd									
ISLE OF MAN (SIB RECOGNISED)									
Fund Name	IS	IS	IS	IS	IS	IS	IS	IS	IS
Small International (Guernsey) Ltd									
Barings Mutual Fund Manager (Guernsey) Ltd									
Capital House Fund Mgrs (CJ) Ltd									
GUERNSEY (REGULATED)									
Fund Name	IS	IS	IS	IS	IS	IS	IS	IS	IS
Small International (Guernsey) Ltd									
Barings Mutual Fund Manager (Guernsey) Ltd									
Capital House Fund Mgrs (CJ) Ltd									
ISLE OF MAN (REGULATED)									
Fund Name	IS	IS	IS	IS	IS	IS	IS	IS	IS
Small International (Guernsey) Ltd									
Barings Mutual Fund Manager (Guernsey) Ltd									
Capital House Fund Mgrs (CJ) Ltd									
JERSEY (SIB RECOGNISED)									
Fund Name	IS	IS	IS	IS	IS	IS	IS	IS	IS
Small International (Guernsey) Ltd									
Barings Mutual Fund Manager (Guernsey) Ltd									
Capital House Fund Mgrs (CJ) Ltd									
IRELAND (REGULATED)									
Fund Name	IS	IS	IS	IS	IS	IS	IS	IS	IS
Small International (Guernsey) Ltd									
Barings Mutual Fund Manager (Guernsey) Ltd									
Capital House Fund Mgrs (CJ) Ltd									
JERSEY (SIB RECOGNISED)									
Fund Name	IS	IS	IS	IS	IS	IS	IS	IS	IS
Small International (Guernsey) Ltd									
Barings Mutual Fund Manager (Guernsey) Ltd									
Capital House Fund Mgrs (CJ) Ltd									

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Well-Shaped

SAMSUNG
ELECTRONICS

AMEX COMM

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PHONE OR OFF

NYSE COMPOSITE PRICES

Continued from previous page									
Symbol	Company	Price	Change	Volume	High	Low	Open	Close	Settle
100	100	100	100	100	100	100	100	100	100
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102	102	102	102	102	102	102	102	102	102
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NASDAQ NATIONAL MARKET

Stock	High	Low	Open	Close	Volume	Change	Stock	High	Low	Open	Close	Volume	Change	Stock	High	Low	Open	Close	Volume	Change
ABR Inc.	0.20	18	14	14	14	14	ABR Inc.	0.20	18	14	14	14	ABR Inc.	0.20	18	14	14	14	14	14
ACC Corp.	0.12	57	51	51	14	13	ACC Corp.	0.12	57	51	51	51	ACC Corp.	0.12	57	51	51	51	51	51
AccuSoft	21	782	102	102	15	15	AccuSoft	21	782	102	102	102	AccuSoft	21	782	102	102	102	102	102
Acme Inc.	18	47	23	23	24	24	Acme Inc.	18	47	23	23	23	Acme Inc.	18	47	23	23	23	23	23
Adco	10	28	21	21	21	21	Adco	10	28	21	21	21	Adco	10	28	21	21	21	21	21
ADC Tele	16	56	50	50	17	17	ADC Tele	16	56	50	50	50	ADC Tele	16	56	50	50	50	50	50
Adelphi	35	22	21	21	40	40	Adelphi	35	22	21	21	21	Adelphi	35	22	21	21	21	21	21
Adelphi	21	808	184	184	184	184	Adelphi	21	808	184	184	184	Adelphi	21	808	184	184	184	184	184
Adia Serv.	0.16	20	30	30	30	30	Adia Serv.	0.16	20	30	30	30	Adia Serv.	0.16	20	30	30	30	30	30
Adia Serv.	0.12	12	12	12	27	27	Adia Serv.	0.12	12	12	12	12	Adia Serv.	0.12	12	12	12	12	12	12
Adia Serv.	7	513	104	104	94	94	Adia Serv.	7	513	104	104	104	Adia Serv.	7	513	104	104	104	104	104
Adia Serv.	8	86	54	54	54	54	Adia Serv.	8	86	54	54	54	Adia Serv.	8	86	54	54	54	54	54
Adia Serv.	6	121	54	54	54	54	Adia Serv.	6	121	54	54	54	Adia Serv.	6	121	54	54	54	54	54
Adia Serv.	22	717	134	134	134	134	Adia Serv.	22	717	134	134	134	Adia Serv.	22	717	134	134	134	134	134
Adia Serv.	0.20	16	110	110	28	28	Adia Serv.	0.20	16	110	110	110	Adia Serv.	0.20	16	110	110	110	110	110
Adia Serv.	12	124	104	104	104	104	Adia Serv.	12	124	104	104	104	Adia Serv.	12	124	104	104	104	104	104
Adia Serv.	10	217	114	114	104	104	Adia Serv.	10	217	114	114	114	Adia Serv.	10	217	114	114	114	114	114
Adia Serv.	0.10	14	124	124	12	12	Adia Serv.	0.10	14	124	124	124	Adia Serv.	0.10	14	124	124	124	124	124
Adia Serv.	0.12	14	104	104	21	21	Adia Serv.	0.12	14	104	104	104	Adia Serv.	0.12	14	104	104	104	104	104
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Adia Serv.	0.12	14	104	104	21	21	Adia Serv.	0.12	14	104	104	104	Adia Serv.	0.12	14	104	104	104	104	104
Adia Serv.	0.12	14	104	104	21	21	Adia Serv.	0.12	14	104	104	104	Adia Serv.	0.12	14	104	104	104	104	104

AMEX COMPOSITE PRICES

Stock	P/E	Div.	Yld	High	Low	Close	Change	Stock	P/E	Div.	Yld	High	Low	Close	Change	Stock	P/E	Div.	Yld	High	Low	Close	Change
Alcoa	15	0.40	3.4	15 1/2	15 1/2	15 1/2	+	Comcast	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Forest	0.80	0.5	3.0	11 1/2	11 1/2	11 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Computer	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Fort	1.04	1.0	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2	15 1/2	+	Concord	0.30	20	17	15 1/2	15 1/2	15 1/2	+	Gen	0.84	0.8	2.1	18 1/2	18 1/2	18 1/2	+
Amgen	25	0.64	3.6	15 1/2	15 1/2																		

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US stocks decline on weak bonds

Wall Street

After pausing for a day, US stocks resumed their slide yesterday morning as nervous investors watched long-term bond yields push higher, writes Frank McGurty in New York.

By 1 pm, the Dow Jones Industrial Average was down 28.77 at 3,948.28, while the more broadly based Standard & Poor's 500 was 1.55 lower at 446.08.

The secondary markets showed more resilience, with the American SE composite off a scant 0.16 at 423.32 and the Nasdaq composite down 0.59 at 703.42.

The morning brought a barrage of fresh economic indicators, none of which had any direct bearing on the outlook for corporate earnings. Nevertheless, stocks were derailed by the bond market's bearish reaction to the data.

In particular, fixed-rate investors were put off by a jump in the prices paid by Chicago-area manufacturers last month. The Purchasing Management Association of Chicago said its May price-index climbed to 69.7 per cent, against 63.7 per cent the previous month.

The data, which often provide clues about national trends, was a red flag for traders in inflation-sensitive government securities. In response, the yield on the benchmark 30-year security moved within striking distance of the pivotal 7.60 per cent level, sending a shiver through the stock market.

After a positive opening, share prices retreated throughout the morning, although the extent of the losses was exaggerated by the thin trading. Only 149m shares were exchanged on the Big Board by early afternoon, with many investors getting an early start on the long Independence Day weekend.

Others preferred to stay on the sidelines pending the outcome of next week's meeting of the Federal Reserve's policy-setting arm. The dollar's plight remained an unpleasant side-show, further encouraging restraint.

However, two headline acquisition stories provided

S Africa picks up from lows

Johannesburg picked up from the day's lows as the gold bullion price posted a gain, but investors remained nervous about the short term outlook.

The overall index lost 17 at 5,404 and industrials shed 23 to 6,260 but the golds index managed a 19 rise to 2,083.

De Beers dipped 50 cents to R107. The shares had been marked lower on Nasdaq's announcement of first-half sales figures from its Central Selling Organisation which were slightly lower than expected.

Anglo's appreciated 50 cents to R226.50 but Gencor softened 50 cents to R10.50. Kloof moved forward 50 cents to R52.75, while Pepkor was down R1.25 to R23 in heavy volume.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Ltd., Goldman, Sachs & Co. and NatWest Securities Ltd. in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	Index	Day's Change	WEDNESDAY JUNE 29 1994				THURSDAY JUNE 30 1994				DOLLAR INDEX			
			Open	High	Low	Close	Open	High	Low	Close	52 Week High	52 Week Low	Year End 1993	
Australia (ASX)	163.33	0.2	156.52	161.87	154.37	150.08	0.1	3.67	180.01	156.26	152.26	154.21	151.37	131.37
Austria (VSE)	187.52	1.1	179.71	186.56	184.28	184.12	0.9	1.04	185.62	177.94	177.91	182.66	182.66	148.10
Belgium (BSE)	156.70	0.3	159.15	163.98	157.15	154.02	0.2	4.15	162.14	159.27	155.24	158.70	157.67	143.62
Canada (TSX)	122.59	1.1	117.49	122.59	117.49	122.76	0.9	2.76	123.23	116.22	116.22	123.79	123.79	120.54
Denmark (BSE)	261.94	1.4	251.03	263.38	251.61	251.25	1.2	1.33	258.29	247.61	247.61	252.66	252.66	207.58
Finland (HEX)	145.16	0.3	133.10	145.16	133.10	145.16	0.8	0.99	143.74	137.94	137.94	143.74	143.74	91.18
France (CSE)	158.36	0.6	154.07	158.36	154.07	158.36	0.5	3.19	164.43	157.61	157.61	164.43	164.43	148.10
Germany (DAX)	173.83	1.1	172.09	173.83	172.09	173.83	1.0	1.82	173.26	172.09	172.09	173.26	173.26	148.10
Hong Kong (HSI)	351.13	-0.5	336.51	351.13	336.51	351.13	-0.5	3.40	353.01	336.51	336.51	353.01	353.01	287.05
Ireland (ISE)	170.12	0.2	170.12	170.12	170.12	170.12	0.2	1.59	184.11	170.12	170.12	184.11	184.11	148.10
Italy (ISE)	84.23	-0.6	80.72	84.23	80.72	84.23	-0.4	1.20	84.23	80.72	80.72	84.23	84.23	67.80
Japan (TOPIX)	169.85	1.2	161.81	169.85	161.81	169.85	1.2	0.73	166.87	159.97	159.97	166.87	166.87	148.10
Malaysia (FTSE)	169.85	-0.4	164.19	169.85	164.19	169.85	-0.1	1.76	169.85	164.19	164.19	169.85	169.85	148.10
Mexico (BVL)	169.85	-0.5	160.124	169.85	160.124	169.85	-0.5	1.12	169.85	160.124	160.124	169.85	169.85	148.10
Netherlands (AEX)	169.85	0.3	169.85	169.85	169.85	169.85	0.3	3.55	179.21	169.85	169.85	179.21	179.21	148.10
New Zealand (NZSE)	169.85	0.3	169.85	169.85	169.85	169.85	0.3	4.10	169.85	169.85	169.85	169.85	169.85	148.10
Norway (OSE)	169.85	1.4	161.72	169.85	161.72	169.85	1.3	1.68	169.85	161.72	161.72	169.85	169.85	148.10
Singapore (SEI)	334.43	0.1	320.50	334.43	320.50	334.43	0.1	0.80	334.43	320.50	320.50	334.43	334.43	250.30
South Africa (JSE)	306.82	-1.2	295.42	306.82	295.42	306.82	-1.2	2.28	306.82	295.42	295.42	306.82	306.82	156.88
Spain (IBEX)	169.85	0.3	169.85	169.85	169.85	169.85	0.3	4.12	169.85	169.85	169.85	169.85	169.85	148.10
Sweden (SSE)	169.85	0.2	169.85	169.85	169.85	169.85	0.2	1.70	169.85	169.85	169.85	169.85	169.85	148.10
Switzerland (SIX)	169.85	0.6	154.87	169.85	154.87	169.85	0.6	1.82	169.85	154.87	154.87	169.85	169.85	148.10
United Kingdom (FTSE)	169.85	1.3	175.10	169.85	175.10	169.85	1.2	4.22	169.85	175.10	175.10	169.85	169.85	148.10
USA (S&P 500)	169.85	0.9	174.94	169.85	174.94	169.85	0.9	2.84	174.94	169.85	169.85	174.94	174.94	148.10
EUROPE (FTSE)	169.85	0.2	157.28	169.85	157.28	169.85	0.2	3.14	169.85	157.28	157.28	169.85	169.85	148.10
Nordest (FTSE)	169.85	0.7	135.47	169.85	135.47	169.85	0.7	1.50	169.85	135.47	135.47	169.85	169.85	148.10
Pacific Basin (FTSE)	169.85	1.0	167.46	169.85	167.46	169.85	1.0	1.94	169.85	167.46	167.46	169.85	169.85	148.10
Europe-Pacific (FTSE)	169.85	0.9	163.10	169.85	163.10	169.85	0.9	1.89	169.85	163.10	163.10	169.85	169.85	148.10
North America (FTSE)	169.85	0.4	171.28	169.85	171.28	169.85	0.4	2.93	171.28	169.85	169.85	171.28	171.28	148.10
Europe Ex. UK (FTSE)	169.85	0.6	142.58	169.85	142.58	169.85	0.6	2.51	169.85	142.58	142.58	169.85	169.85	148.10
Pacific Ex. Japan (FTSE)	169.85	-0.2	222.32	169.85	222.32	169.85	-0.2	3.00	169.85	222.32	222.32	169.85	169.85	148.10
World Ex. UK (FTSE)	169.85	0.1	163.61	169.85	163.61	169.85	0.1	1.91	169.85	163.61	163.61	169.85	169.85	148.10
World Ex. UK (FTSE)	169.85	0.1	163.61	169.85	163.61	169.85	0.1	2.06	171.36	164.27	164.27	171.36	171.36	148.10
World Ex. Japan (FTSE)	169.85	0.7	171.20	169.85	171.20	169.85	0.7	2.93	177.32	170.47	170.47	177.32	177.32	148.10
The World Index (FTSE)	169.85	0.7	166.41	169.85	166.41	169.85	0.7	2.26	172.45	165.32	165.32	172.45	172.45	148.10

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EUROPE

Intervention rate cut leaves Paris cold

A further fall in the dollar, and a negative reaction in global bond markets, brought bourses back out of the clouds yesterday, writes Our Markets Staff.

PARIS retreated sharply late in the session as the performance in the equity market was undermined by the expiry of futures and options.

The CAC-40 index dropped 44.33, or 2.3 per cent, to 1,892.00, bringing its loss over the first six months to 17 per cent, in turnover equalled to some FF4bn by technical trading.

A cut of 10 basis points in the Bank of France's intervention rate, while taking some analysts by surprise, did little to motivate investors.

Bouygues, off FF26 at FF580, was given a long term buy rating by Smith New Court, which forecast a price of FF750 per share over an 18 months' timespan.

On the way up, Sanofi was FF6 firmer at FF681 following news earlier in the week that, as expected, it was to sell its diagnostic imaging business to Høfslund, of Norway.

Eurotunnel slipped a further 60 centimes to FF22.25 - off 52 per cent over the first half - on news that the passenger service between London and Paris

was to be postponed yet again due to technical difficulties.

FRANKFURT decided that talk was cheap, and shares expensive. After much discussion of "window dressing" on Wednesday, and talk of a 2,100 level for the end of the quarter, the Dax index closed 20.96 lower at 2,025.34 after an intraday high of 2,051.32.

Turnover eased from DM7.56bn to DM7bn and, after hours, the Dax-indexed Dax eased further to 2,020.85. Mr Eckhard Frahm at Merck Finck in Düsseldorf calculated that yesterday's trading left the key index down 4.8 per cent on the month of June, 5.1 per cent lower for the second quarter and 10.6 per cent off for the first six months of 1994.

Banks and insurers were savaged in the first half of the year, the sector indices falling by 21 per cent and 19.3 per cent respectively; among cyclical, iron and steel rose 6.2 per cent and major chemicals by 1.8 per cent, engineering and aerospace stocks falling off with 2.2 per cent and 4.5 per cent declines after leading the 1993 charge with gains of 60.8 and 58.7 per cent respectively.

However, said Mr Frahm, defensive stocks - in Allianz, Viag, Dresdner Bank and Veba

FT-SE Actuaries Share Indices

	Jan 30	Feb 28	Mar 31	Apr 29	May 31	Jun 30
FT-SE Actuaries 100	1340.37	1337.47	1334.17	1328.54	1328.54	1322.54
FT-SE Actuaries 200	1320.55	1317.57	1314.57	1308.88	1308.88	1302.88

took four of the top six Dax performance slots in the month of June alone. If long bonds were to recover in the third quarter of this year, he said, it would be interest rate-sensitive stocks, typically banks, insurance companies and utilities, which would be expected to respond in the equity market.

AMSTERDAM featured strength in KLM after a positive performance all week, the shares improving a further F11.30 to F149.70 as the AEX index added 1.24 at 383.54.

KLM advanced 23 per cent over the first half, lifted by the more positive outlook for airlines which emerged over the last few months.

Analysts have turned positive on the industry in general and, on a worldwide basis, Merrill Lynch said in a recent comment on the sector that it expected a return to profitability

profits this year after last year's £1,700bn loss. Benetton fell 1.850, or 4 per cent, to £23.100 amid worries that the volatile dollar could hit the clothing group's export earnings. The shares have fallen by 8.9 per cent this week.

ZURICH was subdued as late selling overcame a positive early performance, and the SMI index gave up 22.4 to 2,608.8, under pressure from a weak futures market.

Banks remained at the centre of attention as CS Investment Research recommended the sector following the recent steep share price falls, but Salomon Brothers revised down its profits forecasts.

UBS bearers fell SF17 to SF11.62, against a February high of SF14.99, and CS Holding slipped SF1 to SF558, compared with the year's peak of SF765.

TEI AVIV accelerated its rate of decline, the Mibstam blue chip index falling a further 4.95 to 159.40 to end the week with a drop of 8.2 per cent, after a decline of 3.1 per cent in the week before.

Written and edited by William Cochrane, John Pitt and Michael Morgan

Spanish telecoms prospect

By William Cochrane

Three months ago, the Spanish government brought forward to 1996 plans for the full liberalisation of the Spanish telecommunications market.

Telefónica, the Spanish operator, has risen by 12 per cent relative to the Madrid general index over the June quarter.

However, European equities have been weak over the past month, and Spain weaker, so on Monday Telefónica, at Pta1,780, was down Pta110 since the beginning of June.

At this point Mr Bill Coleman, telecommunications analyst at James Capel in London,

reiterated his buy recommendation for the stock, saying that it seems now that liberalisation may proceed even faster than expected in the spring, with the Spanish government poised to enact new legislation for mobile telephony and cable television networks this summer. The shares held at Pta1,770 against a weak market last night.

Mr Coleman thinks that Telefónica is also set to form an alliance with Unisource, the Dutch/Swedish/Swiss joint venture, by taking an equity stake in the latter, which may take a reciprocal shareholding in Unisource.

"In turn," he says, "the Spanish government is likely to dispose of its 23.5 per cent stake in Telefónica International by the end of the year, and pave the way for a possible spin-off of Telefónica's cellular radio activities."

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Nikkei unperturbed by Socialist premier

Tokyo

RECRUITMENT

Jobs: The way we approach our work may be governed by which part of the mind controls our thinking

Brain power and the drive for enterprise

If you are thinking about a completely new job or taking a fresh look at your career prospects, some might suggest you should have your head examined. Not psychiatry, the pseudo science of reading your bumps, but an assessment of which part of the brain dominates your thinking.

A group of information and technology managers and directors from large British employers, including Barclays, Tesco, the BBC and the Department of Employment did just that last week at a one-day leadership course organised by CSC Index, the management consultancy.

The course was set up in response to a belief, outlined recently by Peter Breen, managing partner of Heidrick & Struggles, the headhunting company, that information technology directors of chief executive officer calibre are beginning to emerge in the UK.

Each of the course members had completed assessments beforehand, which measured their thinking styles. The measures were based on definitions outlined by Ned Herrmann, a sometime physicist, sculptor and later general manager in the US who developed the split-brain theories that emerged in the 1970s. While many scientists working in the field were distinguishing

between the different qualities of the left and right sides of the brain, Herrmann combined them with perceived qualities in the upper (cerebral) and lower (limbic) brain. Thus he defined four discernible styles of thinking.

The popularity of team-working in many companies has attracted renewed attention to his ideas as organisations attempt to create the most effective teams, comprising people with differing but ideally complementary approaches to the way they tackle their work.

What do we mean by left-brained and right-brained thinking? Susan Straus, a Herrmann disciple and former vice-president of CSC Index, before forming her own company, Performance Resources, explains that the left and right hemispheres produce different patterns of thinking and one side tends to dominate.

The left side uses sequential processing: it looks at detail, splits the world into identifiable bits and pieces, has the power of syntax and uses logic and the grammatical stringing together of words. The right uses simultaneous processing, deals with the whole thing, can remember complex images, thinks

in pictures and also open-endedly.

Straus illustrates the differences with this story of two fathers, Bob (left-brained) and Harry (right-brained) who decide to buy their sons tricycles for their birthdays. Bob buys cycle dealers, scours catalogues, compares prices and checks consumer reports. A mail order model seems cheapest and best so he orders it well in advance. Harry makes a mental note that he liked the blue bike he saw somewhere.

When the package arrives, Bob puts it to one side in a space he has prepared and only gets it out two days before his boy's birthday. On the same evening Harry is asking himself: "Did I order it, and, if I did, where did I put it?"

Bob clears a space on the garage floor, gets a bag for the rubbish, takes out his Swiss Army pen-knife, scores the plastic wrapper and carefully removes the instructions. He reads them, top to bottom. Each of the components are counted out and placed in neat piles on the floor. Within half an hour, the tricycle is assembled and ready for use.

Harry doesn't have a pen-knife. He clenches his fist and punches a hole through the package, tearing

off the plastic wrapper and cardboard and emptying the contents down the lounge floor. A few pieces have fallen under the sofa with the instructions.

Harry's search is short lived. He has found a little bell, just like the one he had on his own bike as a youngster. He likes the way it rings and finds that it's easy to fit onto the handle bars. Discovering the instructions, he consults the picture of the completed tricycle and adopts the traditional right-brained assembly method: if it doesn't fit, force it. In half an hour he, too, has a fully assembled tricycle... alongside a small pile of "spares".

We probably all have a bit of Bob and Harry in us when we approach our work. What Straus was doing with her IT group was to discover the extent to which either style might dominate our thinking.

Splitting the brain further in the Herrmann model, those whose thinking is dominated by the upper left brain tend to be logical and concerned with the question "What?" Lower left-brained people are implementers or organisers who

address the question "How?" Lower right-sided thinkers deal with the question "Why?" and are perhaps best defined as collaborators. Upper-right sided thinkers are the visionaries who ask "What if?"

The team-combination of such individuals can be found in fiction if not in fact. The star ship Enterprise in Star Trek, the television series creation of Gene Roddenberry, is led by Captain Kirk, the upper right-sided visionary who relies heavily on Spock, his upper left-sided second in command. Scotty, the lower left-sided chief engineer, keeps the space craft going and McCoy is the lower right-sided, understanding doctor who finds himself at odds with Spock.

Herrmann found certain thinking profiles dominating in different kinds of jobs. Entrepreneurs were exceptionally upper-right minded. So were strategic planners but with an added inclination to the upper left brain. Sales managers had strong pulls to the upper right and lower left. Administrators were strongly lower left minded, engineering managers strongly upper left. Research and development managers had almost equal tenden-

cies towards the upper right and left sides. Chief executives had some of the most even thinking patterns, slightly stronger towards the upper right, slightly weaker to the lower left.

Listing the business qualities evident in these different thinking modes, Herrmann suggests that the upper left-sided leader is good at gathering facts, arguing rationally, logical problem solving, understanding technical elements and considering financial aspects. A common criticism might be that he or she is "too critical and cold". Lower left-sided managers are good at finding flaws, approaching problems practically, demonstrating consistency, stability, working on time and paying attention to detail. They might be dismissed as "boring or unimaginative".

Lower right-sided managers can recognise interpersonal difficulties, understand how others feel, can integrate, teach and engender enthusiasm. Critics might call them a "soft touch". Upper right-sided people can read signs of coming change, recognise new possibilities, inspire and problem solve intuitively, can see the big picture.

Detractors might think they have their heads in the clouds.

Straus picked two groups of people seemingly at random, from the course participants and asked them to go to separate rooms and draw up a brief report listing what sort of work they liked best and common characteristics. In fact the groups had been chosen for their right and left-sided tendencies from their assessment scores.

Predictably the left-sided group returned punctually, while the right-sided group was late. Not only did the various attributes fit expectations, so did the way they were presented. The left-sided people produced a neat, numbered list. The right-sided had jumbled lists on two sheets of paper with crossings out.

The difficult part for organisations seeking to harness these different thinking styles is to create their own "Enterprise", Straus says. "The best quality decisions or solutions will come from perspectives that draw on all four thinking styles to produce the whole brain solution." The mistake of some managers, she says, is to write people off because they think differently. "The challenge is to cover all the bases."

Richard Donkin

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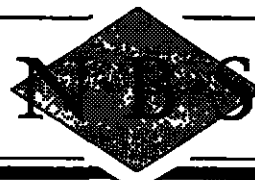
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is seeking three Prague-based equity securities analysts to specialize in central European companies and markets. The ideal candidate will possess three years experience doing analysis for an aggressive, growth-oriented money manager, an MBA and CFA, and fluency in both English and at least one regional language. Position will involve extensive travel throughout the region.

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we are seeking an experienced professional who

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- has the initiative and communicative skills to tap existing information sources within the Credit Suisse Group

The candidate should

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- possess practical experience in the area of financial or a related field
- be able to draw on a network of contacts within the industry
- have good knowledge of German and English

If you are prepared to meet the challenge, call or send your CV to
Ms Angela Soncini
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To apply, write to Paul with full career details - quoting Ref. 13699/FT at Metier Professional Recruitment, 9 Rosebery Crescent, Edinburgh EH12 5JP. Fax: 031-313 2456.

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Retail Markets

The Supervision of Retail SROs department at the Securities and Investments Board (SIB) aims to ensure that Retail SROs provide high standards of investor protection.

As part of that department the Review Unit, assesses the quality and effectiveness in practice of the SROs regulatory functions, by carrying out continuous programmes of observation and assessment, on site. This includes case file reviews; interviews with SRO staff; direct observation and/or participation in regulatory activities and critical analysis of working procedures.

Two positions have arisen within the department:

Head of Review Team

The post holder will devise rolling programmes of on-site assessment of the SROs regulatory performance and effectiveness. He/she will earn co-operation and respect from the SRO, and contribute positively to improved SRO performance. Heading a team of five, he/she will establish and maintain high working standards. Applicants should be chartered accountants whose background could include several years experience of managing audit/investigative work and either evaluation of business performance, financial services or regulation. They must have working knowledge of the retail financial services industry, its players and products.

Both positions require team players with an aptitude for critical analysis and excellent communication skills, both written and oral. Interested applicants should contact Anna Williams for an information pack, at Michael Page City, Page House, 39-41 Parker Street, London, WC2B 5LH. Telephone 071 831 2000. Closing date 8th July 1994.



Michael Page City
International Recruitment Consultants
London Paris Amsterdam Düsseldorf Sydney

Team Member

The team member will undertake reviews of SRO regulatory procedures, recording findings, preparing evaluation reports and drawing up recommendations for future action by the SRO. Work will include inspection of case files, interviewing SRO staff, observing activities on site and participating in monitoring visits to member firms. Applicants should either be qualified accountants with some financial services experience or have a background in compliance or as a practitioner in the financial services industry (preferably qualified to an ACII standard).



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The successful candidates will join established business teams and provide analytical and marketing support to senior managers and directors. The ideal candidates will be credit trained graduates with 1-2 years banking experience and should be familiar with complex financial modelling techniques. Strong interpersonal skills are a prerequisite and fluency in another European language would be an advantage.

These positions offer excellent career prospects for ambitious young professionals seeking a move to a more challenging sector of the financial markets. The positions also offer a competitive remuneration package including the full range of banking benefits.

Interested candidates should contact Niall Macnaughton at BRM Selection on 071-248 3653 or write, sending a detailed Curriculum Vitae, to the address below. All applications will be treated in the strictest confidence.

76, Watling Street, London EC4M 9BJ



Tel: 071-248 3653 Fax: 071-248 2814

Head of Treasury - New York

Bank of Ireland Group Treasury is Ireland's leading provider of treasury services. From our strong domestic base we have developed a very successful international network with offices in New York, London, the Isle Of Man and Jersey.

As part of our continuing commitment to international development we are seeking to recruit a replacement for our retiring head of treasury in New York. This senior position demands a high calibre individual with a wide variety of skills. Candidates should have extensive dealing experience in a broad range of financial markets, excellent management and motivational skills and have the foresight and creativity to continually develop and progress our business in the United

States. The ability to achieve income targets and manage costs will also be an integral component of this position.

We offer a highly competitive remuneration package which reflects both the demands and importance of the position. Interested candidates should write (enclosing a detailed curriculum vitae) in strict confidence to: Mr F.J.H. Healy, Head of Personnel, Bank of Ireland Group Treasury, La Touche House, IFSC, Custom House Docks, Dublin 1, Ireland, by Friday 15th July, 1994.

Bank of Ireland
Group Treasury



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AAA-rated European Bank, expanding its structured Finance department requires an export finance officer with a minimum of 3 years experience of marketing to and negotiating with major corporates. Aged 25-32, the successful candidate will be a graduate or ACIB qualified, computer literate with sound knowledge of ECAs and other export finance techniques.

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For further details please contact Peter Revolver, Associate Director or fax CV on 071-638 2738

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As our markets expand, we aim to recruit additional sales professionals to cover the UK, France, Germany and South Africa. Successful candidates will be degree educated, entrepreneurial in spirit, goal orientated and computer literate. Fluent French or another foreign language will be a pre-requisite for two of the positions. A minimum of three years business to business marketing experience would be a distinct advantage.

Candidates will be expected to travel frequently to their markets, and the work will focus on:

- New business development at senior executive level
 - Account management to maximise customer satisfaction and profitability.
- You will need the ability to anticipate client needs within corporate investor relations departments and banking houses, and to deliver effective solutions. Within our young and dynamic team, we value individual initiative and strong communications skills which we consider key to our continued success.

Please send your Curriculum Vitae and covering letter to:

Ms. Clara Scallon, Technometrics, Inc.,
24 Newman Street, London W1P 3LD

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Please write with your CV and current salary details to Justin Willey at Edinburgh Financial Publishing, 16 Randolph Crescent, Edinburgh EH3 7TT.

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Candidates will be in their late 20s or early 30s with excellent economic training, particular experience of international macro economics and an understanding of the dynamics of the fixed interest markets. This could have been gained within an economic research organization or in a financial institution. Candidates must demonstrate strong analytical ability, creativity in the interpretation of economic forecasts and clear verbal presentation of ideas.

For an initial discussion in confidence please contact us quoting reference 4960 at 20 Cousin Lane, London EC4R 3TE. Telephone 071-236 7307 or Fax 071-488 1130.

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MIDDLE EAST OPERATIONS MANAGER

Our client is a major Middle East bank currently undergoing a significant re-engineering project within its Operations Division.

Candidates should be aged 30-40 years with hands-on experience of refining and developing the processing and automation functions of L/C's, collections and credit administration. Exposure to centralising retail operations would be an advantage.

Please forward detailed CV's to Brian Jarvis at the address below.

Jonathan Wren & Co. Limited, Recruitment Consultants
No. 1 New Street, London EC2M 4TP Tel: 071-625 1266 Fax: 071-626 5259

JONATHAN WREN



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The company wishes to recruit two, experienced, high-calibre corporate financiers. The successful candidates will:

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An ability to adapt to a different cultural environment together with a desire to assist in the transition to a market economy are fundamental. The posts have reasonable remuneration together with an allowance to cover expenses including accommodation. If required the posts could be on the basis of secondment from existing employment.

Applicants should either be nationals of Member States of the European community, nationals of Economic Area Member State (i.e. Austria, Finland, Iceland, Norway or Sweden) or Commonwealth citizens who have the established right of abode and right to work in the United Kingdom.

Closing date for receipt of completed applications is 13 July 1994.

If you are interested in meeting this challenge please write including a full curriculum vitae, indicating any constraints on location or remuneration requirements to Mrs A. McColl, Ref AH369/MCC/FT, Abercrombie House, Eaglesham Road, East Kilbride, Glasgow G75 8BA.

ODA is committed to a policy of equal opportunities and applications for these posts are sought from both men and women.

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Applicants will have a strong mathematical background, educated to degree level together with some programming knowledge preferably Visual Basic. Strong interpersonal skills and the ability to work to tight deadlines in this hectic continually changing environment are pre-requisites for this position.

Applicants should apply to Julia Pomerance, Personnel Department Kleinwort Benson Limited, PO Box 560, 20 Fenchurch Street, London EC3P 3DB.

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The successful candidate will be young, with a solid background in banking, several years experience as a foreign exchange trader and/or investment advisor, and in-depth knowledge of the Forex market. This responsible position requires initiative, creativity, independence, enthusiasm, flexibility, a well-developed sense of personal responsibility, strong interpersonal skills, and a professional appearance. Fluency in English is required.

Please send a detailed CV to: Ms. Irene Jossen, Olsen & Associates AG, Seefeldstrasse 233, CH-8008 Zürich, Switzerland. Interviews will be conducted in London or Zurich. Workplace will be Zurich. Olsen & Associates is an equal opportunity employer.

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Our client, a major international asset management firm with an ambitious strategy for growth, has an interesting career development opportunity for a young investment professional to join its highly rated UK fixed interest team managing assets of over £3 1/2 billion. The successful candidate will be a graduate in a numerate discipline with a team-orientated approach, excellent communication skills and 2-5 years' meaningful experience in a fixed interest research, sales or fund management capacity. The initial duties will be tailored to the capabilities and experience of the

person appointed but will include responsibility for bond selection, the management of portfolios and some client reporting duties. The salary and benefits package offered will be commensurate with experience and will include a substantial performance bonus element. This is a highly attractive position within a well-focused, friendly and successful team and, to apply, candidates are invited to write in confidence to: IMR Recruitment Consultants, No.1 Northumberland Avenue, Trafalgar Square, London WC2N 5BW (tel: 071 572 5447).

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The compensation package includes a competitive salary, dependent upon previous experience, non-contributory pension, medical insurance and permanent health insurance.

Please write in confidence with full career and salary details to Mrs L. Merry, Personnel Officer, Thornton Management Ltd, Swan House, 33 Queen Street, London EC4R 1AX.

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The successful candidate will have a minimum of two years' relevant financial experience in Turkey, including working with Turkish Treasury/Foreign Trade Department and covering recent privatisations, and will be at ease dealing with Government officials and Chief executives in major industries there.

He/She will need first class academic qualifications (preferably to second degree level) in a relevant discipline, and will offer perfect fluency, written and spoken, in Turkish and English, being able to conduct business in both languages. Fluency in further European languages would be a considerable advantage. Confidential enquiries should be addressed to GMBM, 27 Floral Street, London WC2E 9DP.

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Company benefits include: Profit related bonus, BUPA, life insurance, permanent health insurance, subsidised sports club membership, interest free season ticket loan and competitive salary.

Please reply in writing to: Peter Jones, Burne House, 88 High Holborn, London WC1V 6LS.

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Contact: Mr Khring, Vapenova 8, 147 60 Praha 4, Czech Republic.
Tel: (42-2) 42-41-22
Fax: (42-2) 25-08-01

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Please send your CV and a covering letter to:

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MANAGER, FINANCIAL SECTOR Jersey

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Please send CV and hand-written letter to: Carl Jones, Editor, Investors Chronicle, Greyhound Place, Fetter Lane, London EC4A 1ND

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Or Commission Offices:

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BELFAST: Commission of the European Communities,
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Lawson lifts the veil on professional issues

Andrew Jack talks to the new president of the Institute of Chartered Accountants in England and Wales

Two years of bombardment by the headquarters bureaucrats at Moorgate Place in London have clearly not yet had their full intended crushing effect on the new president of the Institute of Chartered Accountants in England and Wales.

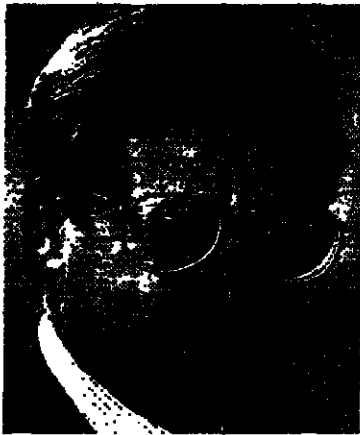
Chatting to the FT earlier this week while "inlaid" by Andrew Colquhoun, secretary and chief executive of the Institute, Roger Lawson allowed his official presidential veil to slip periodically - and without much forced tugging.

It is not that Lawson has managed to entirely clear his agenda. Barely settled into his office since starting in his role earlier this month, our conversation was squeezed in between an interview with another journalist and a lunch with John Redwood, the Welsh secretary.

Some of his presidential predecessors have certainly been known to succumb to the ministerial "red box" trick beloved of civil servants: drowning their bosses beneath torrents of irrelevant paperwork.

Within the institute, there is the additional risk from the gallons of drink at innumerable receptions and dinners, leaving little time to develop personal visions - let alone be allowed the chance to implement them.

But Lawson is certainly willing to offer contentious views. "It is entirely appropriate that there should be greater transparency from accountancy firms for buyers of services so they can be satisfied of the financial strength or otherwise of the people with whom they are doing business," he says in a swipe at the firms' tradi-



Roger Lawson: contentious views

tional refusal to disclose their accounts.

"Of course any action along these lines would be up to the member firms themselves to take," Colquhoun hastily interjects. "The institute would only be involved in prescribing activities if there was a clear public interest issue."

On other topics, a more familiar institute line quickly emerges. "The legal claims against accountants are completely out of proportion," Lawson says, echoing standing policy which calls for lobbying to repeal company law to allow auditors to cap their liability.

In the same vein, he says there is no tension between the "dual roles" of the institute: as both trade association for its members and regulator in the public interest. "These roles have

co-existed for one hundred years," he says. "I do hold the official line."

The defensive barriers also go up on the institute's disastrous investment in Accountancy Television, which fell into the hands of the receivers. "It's an unhappy episode," Lawson says. "We were trying to create a medium for our own members and others. We believed it was the way education was going to go."

Soon, no doubt, there will be letters to newspapers and magazines (signed by him though often penned by officials) taking the establishment line against some attack or other on the reputation of the profession.

Asked about whether he is concerned about "lowballing" or predatory pricing as larger firms undercut their smaller rivals in tenders for work, for example, he replies that it is something already considered by the chartered accountants joint ethics committee.

Even so, there is a Lawson twist. "It is an issue about which we remain nervous," he says. "Any firm that puts in a price must demonstrate that it does not compromise on quality or it could be subject to reprimand."

Colquhoun adds that the committee would have preferred to take a stronger line, but was held back at the insistence of the Office of Fair Trading, which apparently claimed interference in pricing by the institute would have interfered with competition.

Like all those before him, Lawson has a list of ideas for change during his year in office. The first is restructuring the professional bodies - reducing the existing six leading organisa-

tions to one, with regional and functional arms. "It was appropriate 25 years ago and it is still appropriate," he says.

He argues there may be a need to make the case for reform more clearly, particularly to younger members. "We've been unblinkingly gung-ho in our approach so far. It would be a shame if we didn't grasp the opportunity. I am sorry not to use more passionate, emotional words but this is a case based upon logic."

Lawson's second target is to improve the image of chartered accountancy. "We've got to get the branding right, to make sure the public are aware of the rigorous training of the qualification and distinguish it from non-qualified people," he says. This will involve publicity to students and employers, and persuading local practitioners that they can provide "added value" to their clients.

His third aim is to review the technical provision of the institute: to respond to changing issues, ensure that members remain competitive, and support the role of the Research Board that funds academic work.

Finally, he talks about the need for internal changes to the institute to understand its members' needs. "We need to move from a Whitehall mentality to being a more market-driven organisation," he says as Colquhoun (an ex-Foreign Office civil servant) sits quietly. "I'll be tinkering at the edges rather than carving the place up," he adds reassuringly. "Consensus management is vital."

None of these topics is perhaps as snappy as one of those of the president before last, Ian Plimer: that

on disciplinary matters, the institute should be "firm, fast and fair". Such catchphrases can have the habit of returning to haunt their authors. The jury is still out on whether this aim has yet been achieved.

Lawson concedes that a recent defeat in the courts of the profession's joint disciplinary scheme - which was attempting to investigate Price Waterhouse's audit of the Bank of Credit and Commerce International - could spell the end of self-regulation. On audit regulation too, he sees the need for "a slightly lighter touch" from inspectors.

One reason for his slightly unorthodox views is an unusual background. Until the second world war, the by-laws of the institute expressly forbade a chartered accountant outside public practice to take senior office. He is now the fourth member from business to inherit the top seat.

During his year in office, he remains on the staff (indeed the second-longest serving person after a secretary) as a director of SI, the venture capital company, which he says is "fully supportive" of his activities.

Equally important, Lawson is also the first president to have won his place in a contested election. In the past, any list of contenders for the throne was whittled down in smoke-filled rooms, before a single name was placed for ratification in front of the institute's council.

"I think the election has given me a greater degree of confidence than I otherwise would have had if I had arrived here because it was Buggins' turn," he says. "I will stand up and say what I believe."

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Location: West London

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£Excellent + Car

experience gained in the manufacturing sector. A proven command of costing and management accounting is needed together with computer implementation experience. He/she must be a good communicator with a pragmatic approach and a commercial outlook.

The successful applicant must be committed and capable of earning an early board appointment. In return the company offers an excellent future and a comprehensive remuneration package. The post would ideally suit those used to earning in the range £35-£40,000.

Interested applicants should send a comprehensive c.v. including current salary and daytime telephone number to Phillip Price ACA, quoting reference 444, at Touche Ross Executive Selection, Leda House, Station Road, Cambridge CB1 2RN. Tel: 0223 460222.

SAXBY'S

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Executive Search
Management Consultants

MANAGEMENT CONSULTANTS

Information Systems Risk Management

Outstanding Opportunity for Ambitious, Recently Qualified Accountants with Computer Audit Experience

London**Competitive salary package**

The IS Risk Management Division of Price Waterhouse is experiencing rapid growth. As a result, we are seeking to recruit a number of talented, "fast track" accountants to join our expanding team. From a base in London, you will conduct a range of assignments including IS risk assessments, control reviews of information systems, quality reviews of project management procedures and security reviews of major clients in a variety of leading business sectors. These will include Financial & Business Services, Production, Energy and Public Sector organisations throughout the UK and overseas.

You are likely to be aged 25-30 and will possess a CCA recognised Accountancy qualification. In addition, you will have

a minimum of six months Computer Audit experience gained either within public practice or a large Commercial/Public Sector organisation. Personal attributes will include an incisive mind, well developed written and verbal communication skills and a readiness to deliver high standard, professional work to tight deadlines.

In return, PW can offer outstanding training and career development prospects. Your remuneration package will be competitive, based on experience.

If you feel you are ready for this challenge please send your application, including a comprehensive CV, to: Rosalind Myles, Price Waterhouse, No.1 London Bridge, London SE1 9QL.

Price Waterhouse



OFFICES IN: LONDON • ABERDEEN • BIRMINGHAM • BRISTOL • CARDIFF • EDINBURGH • GLASGOW • HULL • LEEDS • LEICESTER • LIVERPOOL • MANCHESTER • NOTTINGHAM • NEWCASTLE • NOTTINGHAM • READING • ST. ALBANS • SOUTHAMPTON • WINDSOR • ASSOCIATES FIRM IN WELAND, THE CHANNEL ISLANDS AND THE ISLE OF MAN

Price Waterhouse is authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

INVESTMENT BANKING

Career Opportunities in Financial Control

Product Accounting • Regulatory & Risk
Management & Financial Accounting • Special Projects/Business Analysis

Barings is a long established, international financial services group, providing a range of financial services to our clients who include governments, international agencies, industrial companies and private individuals.

Our investment banking arm comprises the merchant banking business of Baring Brothers & Co., Limited and the international securities trading and broking business of Baring Securities Limited. Our culture is characterised by independence, service quality and innovation.

We are looking to recruit a number of ACAs with a Top 5 firm background to join our Financial Control team. You may have recently qualified or have up to three years' PQE. In whichever role you join Barings, you will be based initially in London; but for the right individuals we can offer career progression opportunities both here and abroad in our expanding network of offices.

We seek individuals with an impressive academic record, initiative and the willingness to learn and develop new skills. Enthusiastic and ambitious,

you must be able to function effectively both individually and as part of a team. A confident communicator, with well developed interpersonal skills, you have the capacity to become fully aware of the broader business issues.

You will find the Barings' culture demanding, yet supportive, and benefit from a flat, lean organisational structure and a significant on-going investment in technology. However, in a business where the people make the difference, we do expect you to make a full commercial and personal contribution.

The rewards include a competitive salary and benefits package, including private medical insurance, non-contributory pension scheme and discretionary bonus; we expect that the opportunity of gaining a broad insight into our business will be just as important to the right candidates. This is an excellent entry point into a diverse and expanding business.

In the first instance, please write with full career and salary details to Ruth Norman, Personnel Department, Barings, 8 Bishopsgate, London EC2N 4AE.

RE-ADVERTISEMENT
Management & Operations Accountant - Aviation
Salary £27,500 pa

We are a fast growing service company in the field of Aviation. We urgently need an enthusiastic qualified accountant to fill the above vacancy. You must be a graduate qualified CIMA with relevant experience of at least 3 years. You must be able to speak Arabic, have a strong academic record, excellent communication skills and a positive commercial outlook. Reporting to the MD, you will be expected to work on your own initiative, to have the authority and confidence to make key decisions within the organisation and to interact with our clients at executive level. Applications are renewable by the 15th of July 1994. Shortlisted candidates will be interviewed on the 28th of July 1994. Previous applicants may reapply. Please write or phone for an Application form, detailed job description and specification to Miss Lisa Jackson at: Cavensair Ltd, 6th Floor, 9 Cavendish Place, London W1M 9DL. Tel: 071 637 3773

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INVESTMENT BANKING OPPORTUNITY
CIMA QUALIFIED
£25 - 30,000 + MORTGAGE SUBSIDY

Our client is the investment banking arm of one of the most prestigious banks in the world, based in superb offices in the heart of the City. Having steadily increased profits in recent years, the firm's expansion has resulted in this opportunity for a CIMA qualified CIMA accountant, aged between 24 and 28. The successful candidate will have either a financial services or manufacturing background and be conversant with Lotus/Excel to macro level. Experience of cost accounting/analysis is essential. For more information, please call Justin Bradley or fax your CV on the number below.



PARKER BRIDGE
125 Abchurch Lane, London EC4N 3DF
Tel: 071 4039 1234 Fax: 071 4039 1234

an exciting newly created role - international securities group...

HEAD OF PRODUCT CONTROL

c£M180,000
+
Banking
Benefits

FRANKFURT



Drive, motivation, commitment and highly developed analytical skills, are the essential qualities needed to fulfil this key role at one of the world's foremost investment banking institutions.

Within the already established Frankfurt operation, this new position will allow an experienced accounting professional to develop and restructure both the systems and reporting approach in a highly sophisticated and dynamic environment. The role will entail working closely with the local front office responsible for bonds, equity derivatives and syndications, as well as senior management in the trading and finance areas in London and New York.

Candidates should clearly demonstrate an impeccable academic record combined with 2-3 years relevant experience gained at an international banking or securities house or, alternatively, within the profession. Highly developed communication skills are essential, although fluency in German is not a pre-requisite.

This is a rare opportunity for an individual to enter into a high profile role, where the level of responsibility and influence is significant. The ability to act decisively and provide effective solutions is paramount and will afford the successful individual outstanding further career development within the global organisation.

Interested candidates should contact Jacqueline Long on (44) 71 209 1000, eves & weekends (44) 474 874473 or write to her enclosing a CV at FSS Europe, Charlotte House, 14 Windmill Street, London W1P 2DY, United Kingdom. Fax: (44) 71 209 0001.



Financial Controller

Deutschland

Jahresgehalt CA. 120.000,-DM

Cape Contracts ist eines der führenden Unternehmen in Europa im Bereich Montage von Kälte-, Wärme-, Schall-, Feuerfest-hörschutz und Asbestentfernung und deckt mit seinen Dienstleistungen sowohl den industriellen als auch den privaten Sektor ab. Die deutsche Tochtergesellschaft in Borken bei Kassel ist der Schlüssel zu unserer Zukunft in Europa. Wir suchen einen direkt dem Geschäftsführer unterstellten Financial Controller, der für das gesamte Finanzwesen unseres deutschen Unternehmens zuständig ist. In den Verantwortungsbereich fallen:

- Buchhaltung und Finanzverwaltung für die deutsche Firma mit einem Umsatzvolumen von 20 Millionen DM.
- Zusammenarbeit und Verhandlungen mit unseren Partnern im Bereich Banken, Wirtschaftsprüfung und Steuerberatung.
- Regelmäßige Berichte und finanzielle Analysen für den Geschäftsführer und Zusammenarbeit mit der Finanzabteilung in England.

Das erwarten wir:

- Fließend Deutsch und Englisch in Wort und Schrift.
- Mindestens 5 Jahre Erfahrung im Finanz-Management.
- Eine in England oder Deutschland anerkannte Bilanzbuchhaltungsqualifikation.
- Kenntnisse englischer/wirtschaftlicher Praktiken wären von Vorteil.
- Erfahrung im Umgang mit Computer-Systemen.
- Die Fähigkeit, Mitarbeiter zu organisieren.

Wir bieten:

- Ein der Position entsprechendes Gehalt.
- Firmenwagen.
- Die einem großen Unternehmen entsprechenden Vergütungsbedingungen.

Wenn Sie meinen, daß Sie unseren Anforderungen entsprechen, senden Sie bitte Ihre Bewerbung in englischer Sprache mit vollständigen Unterlagen und Lebenslauf bis zum 15. 07. 1994 an: Ms J. Perrott, Personnel Officer, Cape Contracts Ltd, Cape House, Exchange Road, Watford WD17 7ES.

CAPE
CONTRACTS

DIRECTOR OF FINANCE

West Midlands

c£45,000 + Benefits + Bonus

THE COMPANY

Gibson Greetings Inc, the third largest greetings card publisher in the USA, established UK and European operations in 1992. Highly regarded for product quality and customer service in a direct-to-retail environment, Gibson Greetings has quickly established a position of leadership in what is a very competitive market.

THE POSITION

Key member of UK Management Group required to drive the Finance and IT functions during this challenging development phase, establishing the systems, policies and procedures to move the business forward in the long term. Reporting to the European-based MD with functional responsibilities to VP Finance in Cincinnati, USA.

QUALIFICATIONS

- Graduate, qualified accountant, aged 35 to 45, with proven track record in commercial environment.
- Treasury, Management Accounting and Costing experience.
- Highly computer literate, experienced in selection, implementation and development of IT systems.
- Key strengths will include experience of USA reporting, background in manufacturing and skills at operational, business planning and strategic levels.
- Team player approach is essential.

Please write, in confidence, enclosing CV to: Peter M Osman FCA, Managing Director, GIBSON GREETINGS INTERNATIONAL LIMITED, Gibson House, Hortonwood 30, Telford TF1 4ET.



Management of Change

Director of Finance & MIS

West Midlands c£60,000 + Executive Benefits

Organic growth and acquisitions have taken this company's turnover to £1.4 billion and complemented its traditional activity with entry into new markets to become a major force in catering and food retailing.

The result of this growth has been change both culturally and financially and nowhere has its effects been felt more keenly than in the finance function.

The ability of finance to manage this change has been one of the main reasons why the transformation has been so successful. To continue that process, a Director of Finance and Management Information Systems needs to be appointed to the group's largest company, which employs 20,000 people in over 3,000 outlets and generates a turnover of £320 million.

Investment in IT has so enhanced the quality of management information that it has given the company a significant advantage over its competitors

and building on that strategy will be the major thrust of this position. This, coupled with the integration of the financial reporting of different companies, whilst still providing accurate management information and fulfilling statutory obligations, makes for a rare and challenging role.

Candidates must be qualified accountants from the retail or service sectors who have managed a Systems function as part of their responsibilities and who will be comfortable operating as Finance Director in a company of this size and complexity. The level and frequency of both internal and external contact means good inter-personal skills are essential.

Please send a full career resume including a daytime telephone number and salary history, quoting reference number B/156, to: E. F. Larder, Riley Consulting Services, Centre Court, 1301 Stratford Road, Hall Green, Birmingham, B38 9AP.

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The London International Financial
Futures and Options Exchange

Financial Controller

c.£60,000 + car + benefits City

The London International Financial Futures and Options Exchange (LIFFE) is amongst the top three futures and options exchanges in the world.

Their continued success and growth means that they now wish to appoint a Financial Controller to make a key contribution to the management and development of an effective and forward looking finance function. Reporting to the Director of Finance, major responsibilities will include the control of:

- Production and interpretation of financial management information, including financial results, budgets, forecasts, and plans, to tight reporting deadlines
- Enhancement of their treasury activities
- Development, implementation and enhancement of financial and management information systems
- The day to day management of an accounts team.

Probably aged in your late 40s to early 50s, you will be able to demonstrate:

- A strong track record in financial management and control, probably gained at Financial Controller/Finance Director level in a major services/financial services organisation
- Excellent staff management skills with strong leadership qualities
- Substantial experience in developing and co-ordinating effective and controlled accounting and MIS systems
- Excellent communication skills with the ability to promote financial awareness throughout the Exchange.

Please write, quoting your salary and reference J/1465 and enclosing a full CV, to Judith Richardson at: Executive Search & Selection, Price Waterhouse, Milton Gate, 1 Moor Lane, London EC2Y 9PB.

Price Waterhouse

EXECUTIVE SEARCH & SELECTION

Finance Director

London From £85,000

Our client is a division of a major plc with international interests in the Energy and Process sectors. It has diversified into new markets, with significant success through joint ventures and strategic alliances and now has an annual turnover in excess of £650 million.

To maintain its premier market position, it is currently undergoing a programme of business process re-engineering, implementing a fundamental review of how the needs of the business are serviced.

The Finance Director will report directly to the Chairman and will be responsible for the formulation of financial targets, administration of corporate development initiatives and attainment of cost-efficient business services.

As an integral member of the executive team, with custody over the future direction of the business, you must have the necessary stature and ability to make a significant contribution.

Applicants must have a proven track record in enhancing business services and the provision of considered financial input to the overall benefit of business and profit performance. Experience of the engineering-based contracting sector would be highly advantageous.

Please send a detailed CV, quoting reference M/484/94, to Steven French.

Closing date for receipt of applications is Friday 8th July 1994. Interviews will be held in London.

KPMG Selection & Search

St. James' Square, Manchester M2 6DS.



AYLESBURY VALE COMMUNITY HEALTHCARE

DIRECTOR OF FINANCE

c.£42k plus car and benefits

We have a reputation of being a market leader in providing community based services and we are continually looking at innovative ways of improving these. We are a successful 2nd wave Trust with a contract income of £25m and our services cover Adult Mental Health, Elderly Mental Health, Learning Disabilities, General Community, Physical Rehabilitation, Palliative Care and a Child and Family Directorate. Due to the promotion of our current postholder, we are seeking an experienced Director to head up our well developed Finance and Information Services and maintain the Trust's outstanding financial record. As an Executive Member of the Board you will also play a key role in the corporate development of the Trust.

The successful candidate will have:-

- 5-6 years experience at or near board level in a complex organisation
- A CCAAB qualification with a minimum of 5 years post qualification experience
- The ability to plan and drive through new initiatives and the leadership to motivate others to the same level of commitment
- The ability to analyse situations and present clear solutions
- The personal skills to work with staff at all levels including fellow Board Members and professional colleagues

Aylesbury is situated close to London in an area of outstanding beauty with high standards of local schooling including excellent grammar schools. A competitive benefits package is on offer with a lease car, PRP and relocation expenses.

After you have received the information pack you may like to contact Bronwen Davies, Chief Executive (Tel No: 0296 393633 ext 595) for an informal discussion.

For an information pack and application form please contact Ralph Griffiths, Director of Personnel, Aylesbury Vale Community Healthcare Trust, Manor House, Berton Road, Aylesbury, Bucks. HP20 1EG. Tel No: 0296 392903 (24 hour answering service) or Fax No: 0296 398659. Please quote reference number 0485 when applying.

The closing date for receipt of applications is 20th July 1994. Interviews will be held on 10th and 11th August 1994 - any difficulty in attending should be indicated on your application.

The Trust is working towards equality of opportunity and has a non-smoking policy



PARKINSON'S DISEASE SOCIETY OF THE UNITED KINGDOM

FINANCE DIRECTOR c £35,000 + BENEFITS

Experienced ACA / ACCA / CIMA to start 1 October 1994 or before. This new post, as a key member of the senior management team, will enable the successful candidate to participate fully in the continued development of the Society through the provision of sound financial management and advice.

Responsibilities relate to all aspects of the Society's financial affairs and the development of financial strategy.

A job description is available from Richard Rhodes or Cathy Tucker, Feltons Consulting, 12 Sheet Street, Windsor, SL4 1BG, telephone number 0753 840111. Closing date 8th July 1994.

The Parkinson's Disease Society is striving to be an equal opportunity employer.

"Our mission is the conquest of Parkinson's disease and the alleviation of the suffering and distress it causes, through effective research, education, welfare and communication."

APPOINTMENTS ADVERTISING

Appears in the UK edition every Wednesday & Thursday and in the International edition every Friday.

For information on advertising in this section please call:

Philip Wrigley on 071 873 3351 &
Gareth Jones on 071 873 3779

Retail - Strong Finance & Commercial Skills FINANCE DIRECTOR DESIGNATE

GUILDFORD

Our client is a young, dynamic retail company, which is growth orientated and poised for rapid expansion. There is now an immediate requirement for a Finance Director Designate to join the senior management team.

Reporting to the Managing Director, the principle responsibilities will comprise the co-ordination and management of a small finance team, including all aspects of timely financial and management reporting. The successful candidate will be a qualified chartered accountant with extensive retail experience including substantial knowledge of stock control and shrinkage.

You will have excellent IT skills and be capable of establishing, reviewing and implementing comprehensive systems throughout the company.

Strong negotiating skills and the ability to establish interface between the sales, merchandising and accounts functions of the company are essential prerequisites of the position.

Aged between 30-38, you will have a high level of commerciality and business acumen together with drive, energy and ambition.

c.£40,000 + BONUS + EQUITY

The successful applicant will be provided with excellent growth potential within a group that aims to take its business to the stock market.

Interested applicants who will enjoy a fast moving, innovative working environment and are able to contribute to a small and highly motivated team should write enclosing a detailed CV to:

Giles Daubney or Caroline Stockdale at Robert Walters Associates, 25 Bedford Street, London, WC2E 9HP, or Fax 071-915 8714.

ROBERT WALTERS ASSOCIATES

ACQUISITIONS ANALYST

Key appointment in major Blue Chip

CENTRAL LONDON

to £35,000
+ Car
+ Benefits

An outstanding opportunity has arisen for an ambitious and highly commercial finance professional to join one of Britain's leading companies. With an annual turnover in excess of £10 billion and operations throughout the world, the company is well placed to meet the global challenges of the future.

Working as part of a small, highly visible team, and liaising closely with senior management, your primary brief will be to undertake detailed review of acquisitions and other large capital investment proposals to enable the Board of Directors to make informed decisions. Involvement will include initial valuation assessment and risk identification, through to due diligence and the integration of new investments into the worldwide group. You will liaise with external advisors and much of your work will be project based.

The successful candidate will therefore require the following key attributes:

- Qualified graduate ACA with first time passes and 1-4 years P.O.E.
- Exposure to corporate finance or other non-audit assignments.
- An understanding of the acquisition process and taxation and treasury issues.
- Experience of working with detailed financial models.
- Commercial outlook combined with outstanding inter-personal skills.

We are interested in talking to candidates who can display records of consistently high achievement and who are comfortable working alongside senior decision makers. Energy, creativity and flexibility are all qualities which will enable you to take advantage of career opportunities within the company either in the U.K. or overseas.

Interested applicants should write in confidence to Andrew Livesey, quoting reference number 2020 at Nicholson International, Bracton House, 34-36 High Holborn, London, WC1V 6AS. Alternatively fax your details on 071 404 8128. Our client is an equal opportunities employer.



NICHOLSON
INTERNATIONAL
UK

France Italy Holland Spain Germany Belgium Turkey Poland Czech Republic Hungary Romania Russia Australia



General Motors Corporation

INTERNATIONAL CORPORATE AUDITORS

Salary £30-£35,000 plus

Exceptional Package - Bonus, Profit Share, Expat Policy



General Motors Corporation

General Motors, one of the world's largest companies, has increased its market share and strives to remain a world leader in transportation production and services.

GM's vision is to continue to build customer enthusiasm by focusing its people and its processes on teamwork and continuous improvement in all areas of the business.

GM have several strategic advantages that make the vision reality: a large customer base, a large and excellent car and truck dealer network; strong brands; a global presence in engineering, manufacturing and marketing; a management team with broad international experience, and most of all, a worldwide team of diverse, capable and motivated employees.

Operating in almost all the countries around the globe with a turnover in excess of US\$138 billion the company's philosophy is based on recruiting, developing and maintaining the best talent available.

Standards of excellence prevail across all our business operations and we are constantly reviewing practices, procedures and systems through the International Audit function ensuring

optimum levels of effectiveness, particularly the GM activities located in Europe, Asia-Pacific, Africa and South America.

Due to demand from GM's worldwide operations we are seeking exceptional individuals to fill important posts in their dynamic International Audit function.

Candidates should be bright, commercially aware and ambitious with at least three years auditing or related work experience alongside a graduate professional accounting qualification and/or an MBA. Individuals should be able to understand international

cultural differences, be able to tune into local needs and be committed to adding value to the operating companies management process.

A rigorous analytical approach combined with excellent interpersonal skills is essential as well as fluency in at least two European languages, preferably English and German.

These positions are based out of Vauxhall and Opel locations in UK and mainland Europe, however candidates must be prepared to undertake significant world wide travel, up to 100% (single and couples accepted through a travel and accommodation policy which reflects the importance of each role).

If you recognise these posts as the most challenging openings in International Auditing currently available, respond in writing sending a CV to our retained consultant Guy Matthews at GMS, Goodman Masson Shaw, 2 Bath Street, London EC1V 9DX; Tel: 071 336 7711; Fax: 071 336 7722 (any direct application will be forwarded to Goodman Masson Shaw).



GOODMAN MASSON SHAW
Financial Search & Selection

GROUP ACCOUNTING MANAGER

Bourne End, Bucks

c£35,000 + F/X Car + Benefits

Lex Retail Group, a subsidiary of Lex Service Plc, is the UK's largest automotive retailer with a turnover in excess of £1 billion. The Company operates 104 car dealerships nationwide covering a broad range of 25 different franchises. The Group's continued success is attributed to a combination of ongoing acquisitions and an unwavering commitment to delivering an outstanding quality of service to its customers.

Substantial growth in the business has necessitated a re-organisation of the Group Accounting activities which are being centralised at the Group's head office. As a result an exceptional financial professional is required to lead and motivate a department of 10 staff.

As a member of the senior finance team, responsibilities will include all financial, management reporting and analysis, acquisition/divestment accounting, statutory reporting and centralised payroll. Additional responsibilities will include on-going maintenance, development and support of the Group financial reporting and consolidation systems and a diverse range of ad hoc activities.

To qualify for consideration you should be an ambitious ACA aged in your early 30's with a strong track record of personal and professional achievement in your career to date. As a natural leader, you will possess the energy, vision and management skills to develop a team committed to enhancing business performance. Your strong technical and systems skills will enable you to make a significant contribution in a highly complex and acquisitive organisation and thereby benefit from the excellent career prospects available within the group.

To further your interest in this exceptional opportunity, please send your CV or telephone our retained consultant Ian Coyle at Executive Connections Ltd, 43 Eagle Street, London WC1R 4AP. Tel: 071 242 8103. Fax 071 851 4571.

Lex Retail
Group



SENIOR ACCOUNTANT

A senior management role in the gas retail sector
to £35,000 + benefits Enfield

"Gas from Eastern Electricity" is a new venture made possible by the deregulation of the gas market. Building on our success as the largest electricity supplier in the UK and a FTSE 100 company, gas is now a major component of our energy portfolio.

We need a person to make sure that the finance section achieves key objectives in the production of financial and management accounts, but also, and critically, to ensure that the section contributes as an integral part of our retail activity.

A qualified accountant, you will have more than three years' experience in a relevant environment, ideally within a retail or large volume transaction business. Personal experience of implementing new systems and the ability to understand and interpret business results are also essential.

A member of the senior management team you will facilitate and welcome innovation in this rapidly changing environment. With a successful track record in managing and motivating people, you will also be an excellent communicator with an open and enquiring nature.

In the first instance please write to John Bosdet, Personnel Manager with a comprehensive CV at Gas from Eastern Electricity, 249 Carterhatch Lane, Enfield, Middlesex EN1 4BW, by 11 July 1994. Interviews will be held on 19 July.

We are an equal
opportunities employer.



Finance Director - Russia (J.V.)

The Company

This pioneering global telecommunications company has already achieved significant gains in the high-growth markets of Russia and the CIS. Its impressive expansion in 1993 shows a clarity of emphasis placed on this exciting region. Backed by a further \$60m capital investment program, 1994 will see yet further market penetration with the commencement of additional commercial services in highly-populated areas. Currently they have nine separate JVs or operating business units in Russia and the CIS. While considerable infrastructure is already in place, the group is ensuring its continued expansion with a policy of new license acquisition and investment in the latest technology.

The Position

As Finance Director reporting to the Vice President of Finance you will be responsible for overseeing the Billing and Collection function, supervision of the accounting activities which includes the production of monthly management reports to western standards and the supervision and hiring of staff. In addition you will maintain a control over the Joint-Venture's commercial activities ensuring effectiveness in line with the Business Plan and prevailing laws of the Russian Federation, this will include currency exchange activities, tax laws and local government regulations.

The Person

Combined with the expected technical financial skills drawn from experience ideally gained from within a large company scenario, you will also display a high degree of diplomacy, cultural understanding and integrity. Linguistic ability in Russian, although not essential, will be a major asset. Applications are therefore encouraged from Russian nationals, who have already experienced working with a western Joint-Venture partner in a senior finance role. Alternatively, our client seeks strong financial managers with commercial acumen, resilience and tenacity. The organisation is able to offer career progress beyond this current role.

Please send a full resume with covering letter to the address/fax below quoting reference FT2338 on all correspondence. Applications will be treated in strictest confidence.



ANTAL INTERNATIONAL
Executive Recruitment

Riverbank House • Putney Bridge Approach • London SW6 3JD
Tel: +44 (0) 71 371 9191 • Fax: +44 (0) 71 731 8160 (24 hrs)

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The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone:

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CHIEF FINANCIAL OFFICER

Global responsibility

London based

£100,000+ package



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Our client is one of the leading forces in international private banking with an impressive record of profits growth and an established worldwide network.

As part of a major strategic review they now seek to appoint a CFO, reporting to the Chief Executive, to be a key player in the global development of the business.

Key responsibilities within this newly created position will be:

- To be an integral member of the management team in establishing, reviewing and implementing group strategy.
- To develop the group finance function and to provide top quality appraisal systems for both financial and business performance.
- To lead the development of the finance function globally to include all aspects of corporate accounting, tax planning, transfer pricing, systems, budgeting and business planning.
- To play a leading role in acquisitions from evaluation, due diligence and completion to post acquisition integration.

We are looking for a qualified accountant with an outstanding track record of achievement in an international environment and with proven skills in general management. Excellent interpersonal and presentation skills, immediate impact and a highly professional approach are prerequisite. Candidates are likely to have a background in private banking or investment banking but those with a career of significant achievement from other sectors will also be considered.

The remuneration package includes a substantial basic salary with a significant performance related bonus together with normal banking benefits, and will not be a limiting factor for the right individual.

In the first instance, please write, enclosing a comprehensive curriculum vitae and current remuneration details to Jonathan Williams, Director, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.

All applications will be treated in absolute confidence.

European Business Review

London

Brussels

Paris

£30-40,000 + Bens



Michael Page International

International Recruitment Consultants
London Paris Amsterdam Düsseldorf Sydney

With turnover in excess of £1 billion, our client is committed to becoming the most cost effective distributor of office automation and photographic equipment supplies in the industry. This pre-eminence will be achieved through a strategy of strong branding in relation to technologically advanced and proven products together with a global distribution infrastructure.

The company has recently established a Worldwide Internal Audit function and is seeking to appoint two ambitious qualified accountants with strong commercial, communication and technical skills who can demonstrate the potential to progress into senior line roles. Initially focussing on European operations, these newly created positions report to the Head of Group Audit and encompass the definition and implementation of policies, procedures, controls and systems with the overall objective of adding value to the business.

Specific responsibilities will include:

- Identification of control weaknesses.

- Systems reviews.
- Operational review.

Having qualified within an International firm of Accountants, the Audit Manager will either have gained experience in a commercial audit environment or will have progressed to manager grade within the profession. The Audit Senior role represents an excellent opportunity for a newly qualified accountant seeking to make the first move into industry.

Given the geographical coverage involved, the roles could be based in London, Brussels or Paris with anticipated travel content of between 60-70%. Fluency in at least two European languages, including English, is essential - preferred second language French or Italian.

Interested applicants should write, quoting reference 188784, enclosing a comprehensive curriculum vitae and daytime telephone number to the appropriate office below.

Nigel Milford,
Michael Page London, Page House,
39-41 Parker Street, London
WC2B 5LH.
Fax 071 831 2612.

Mark Spary,
Michael Page Belgium
Sa Spary, Desorme NV
Avenue Molière 262, 1060 Brussels
Fax: +2 34 70 081

Alexis de Bretteville,
Michael Page France,
3 Boulevard Bineau,
92300 Levallois-Perret,
Paris. Fax: +47 57 39 18

CORPORATE FINANCE ASSISTANT DIRECTOR

Westminster Age: 28+ To £40k basic

Capita Corporate Finance (CCF) is expanding its team of deal leaders due to the increasing workload from MBO teams and acquisitive clients.

A subsidiary of the highly successful listed Capita Group, CCF is seeking:

- a qualified accountant or lawyer with experience of corporate transactions gained in an industrial or City environment.
- a team player with a flair for delivering innovative solutions to clients.
- an ambitious professional who will help win assignments and execute them to the highest standards.

Rewards will include a profit related bonus scheme.

Please send your CV, details of your present salary and a daytime telephone number to Ian Smith, Managing Director.

CAPITA

Corporate Finance Limited
71 Victoria Street
London, SW1H 0XA

A member of the Securities and Futures Authority

Fast Track Financial Controller

Swindon

c £36,000 + FX Car + Bens

Our client is a £60 million turnover company, providing products and services to the automotive industry. Part of a highly successful, UK based, multi-national Group it has been recently formed by the acquisition of a company in Swindon and its integration with an operation in Banbury. The operational activities will continue on both sites. It is extremely successful in its market places and has ambitious plans for future growth. Reporting to and working closely with the Finance Director, the challenges will be to:

- Integrate the financial systems and establish an effective finance department of c15 staff for the combined operations.
- Establish an appropriate reporting and budgetary infrastructure and foster a culture of cost and profit responsibility.
- Co-ordinate, prepare and review operating budgets, forecasts and strategic plans.
- Provide ad-hoc financial planning support and interpretation of commercial performance for the senior management team.
- Develop, implement and maintain the finance related systems.

Suitable candidates for this demanding role will be:

ambitious, graduate calibre, qualified accountants. They will certainly have a good intellect, an energetic, creative approach and the drive and determination to achieve objectives. Commercial awareness and strong interpersonal skills are critical to deal credibly at all levels, both inside and outside the finance function.

Probably aged in their late 20's to early 30's they will have a demonstrable record of achievement to date and now be looking for real responsibility and an opportunity to influence the performance of a business. Ideally, they will have experience at an operational level within a fast moving environment including the preparation of management and financial reports, systems and MIS development and financial control.

This is a high profile role and prospects within the Group are excellent. Relocation assistance will be provided where necessary. Interested candidates should forward a detailed CV, including current salary details and a covering letter explaining why you meet the above criteria to Keith Evans, Regional Manager, Michael Page Finance, 29 St Augustine's Parade, Bristol, BS1 4UL, quoting reference 193676.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Financial Controller

Birmingham

£30-35,000 + FX Car + Bens

Our client is a household name in retail, with £60m turnover in the UK and part of a French Group with a turnover of FF 8 billion with a well known market leading brand name. The company is embarking on a substantial investment programme to consolidate its market leader status.

We seek a key member of the management team to continue and raise the profile of all services offered by the finance function, managing and developing in terms of guidance and motivation of the finance department. You will be responsible for monthly reporting both for domestic and group packages. Other key responsibilities will include annual reporting, computations of the tax liability and arranging advantageous financing of capital projects.

Significant emphasis will be placed on the

ability of the candidate to drive through the changes required from the imminent restructure. During this period of change and challenge progression opportunities are excellent. Candidates should be qualified Chartered Accountants with the ability to adopt a flexible approach. Excellent communication skills, high levels of drive and well developed leadership qualities will also be essential.

A knowledge of French and retail experience would be advantageous but are not essential.

Interested candidates should send in a copy of their Curriculum Vitae to Gareth Davage or Tony Gleeson BA CA at Michael Page Finance, The Citadel, 190 Corporation Street, Birmingham B4 6QD quoting reference number 194129.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide



FINANCIAL CONTROLLER

£35,000 + car & benefits

Cassell plc is a medium sized book publisher which achieved a stock market listing in June 1994. The company has seen substantial growth both organically and by acquisition since the original management buy-in in 1986. With further opportunities for expansion and growth there is now a requirement for an ambitious Financial Controller.

The successful applicant will be a qualified accountant who will also have commercial/industrial experience. Reporting to the Finance Director the role will include the management of and the active participation in the small accounts department with the production of the statutory accounts and the completion of daily, weekly and monthly management and cash reports to exacting timetables.

This role, in time, is expected to result in appointment as Company Secretary.

Candidates should submit in strictest confidence a detailed curriculum vitae, including current remuneration to:

Yvonne Maguire, Personnel Manager
Cassell plc, Villiers House, 41-47 Strand, London WC2N 5JE
(Strictly No Agencies)

Staff of 35

A combination of the two, with a bias on the latter undoubtedly produces the correct result. And recent results reached quickly and painlessly are of paramount importance in our Client's growing "back office".

Yet the cerebral challenge of climbing the perpetual learning curve of the broadest range of complex treasury products, is not often mixed with the management challenge to motivate a large team of professionals. The collective objective is to help drive forward rather than slow down, the stream of new business initiatives being generated by the "front office", whilst meeting the high standards of excellence required for statutory presentation and prudent financial accounting.

Can you lead the team to meet the above challenges in conjunction with the bank's finance director? Your abilities will include:

- Spotting potential problems and solving them before they occur

Kidsons Trapey Search & Selection Limited
29 Pall Mall, London SW1Y 5LP
Telephone: 071-321 0836
Fax: 071-976 1116

Offices: France, Germany, Italy, Austria, Hungary, Poland, Belgium, Switzerland, Czech Republic and Slovakia

Structured package negotiable

- Organising the frenetic thoughts of dealmakers
- Going back to basic principles to resolve complex problems rapidly whilst maintaining good relations between all your colleagues

The successful candidate will have built on an outstanding academic record to achieve the above skills and be ready to take an upwards or sideways move from a recognised investment bank, international securities house, or perhaps from a major insurance company or treasury consultancy - in order to satisfy their long term ambitions - which may be broader than the above role to combine serendipitous and perspicacious treasury accounting methods.



Please telephone Peter Willingham in strict confidence on 06285 21097 from 2pm Friday 1st or Saturday 2nd, 9am to 6pm only or write to him at the address opposite quoting reference number 808.

Head of Finance and Administration

S. E. London

£40,000 + Car and Benefits

Our client is a large Charitable Estate which manages a portfolio of property and investments in south London, with a value of £58 million and income in excess of £4 million. Though a charitable organisation the Estate is run on commercial lines, managing the residential and commercial property and maximising investment income.

The Estate Governors are seeking to appoint a Head of Finance and Administration to join the management team, reporting to the General Manager, with responsibility for the accounting and administrative function.

This responsibility includes involvement in the operational planning processes and budgeting, the control of the financial and management reporting, the continual development of the financial and administration computer systems, assisting the General Manager in administration of Estate committees, the strategic management and monitoring of a £40 million investment fund and the supervision and control of a broad administrative function which includes personnel, premises, vehicles, insurance etc.

The ideal candidate would be a self-motivated, 35-50 years qualified accountant with at least five years financial and administrative line management experience. Experience in the property sector would be desirable but not essential and a knowledge and commitment to computers and information technology is required.

Interested candidates should send a curriculum vitae, with salary details, and quoting reference 2841 to:



worldwide

Jonathan Wilkinson
Executive Recruitment Services
Pannell Kerr Forster Associates
New Garden House
78 Hatton Garden, London EC1N 8JA

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on 071 873 4854

Philip Wrigley
on 071 873 3351

Finance Manager

Hands On European
Experience

Holland

£ Excellent Package

Our client, a well-established UK Plc, is a truly international Group. A significant percentage of its sales are European and it has established manufacturing and sales presence in other key international locations. The Group holds strong positions in almost all of its markets, very often as the market leader. The successful strategy of developing the business in adjacent areas seeks to build upon these international market strengths and to improve continuously the levels of service offered to customers.

As a result of an internal move, a key role has arisen in the Dutch operating company. This company has a turnover of c.£5 million and employs 60 people. Reporting to the General Manager with a dotted line to the Divisional Finance Director, who is based in the UK, the key responsibilities include:

- All aspects of financial and management accounts, including both Group reporting and Operational Management Information.
- Short, medium and long term planning including budgeting and forecasting.
- Full involvement, as part of the local management team, in the day-to-day running of the business.
- Company secretarial affairs, filing of returns and liaison with the company's external Auditors.

It is likely you will be aged 28-32 years with the personal credibility and commercial astuteness to deal with the wide range of duties above.

You will be a qualified Accountant with a broad range of experience in financial and management accounts as well as financial planning and analysis. A second European language (not necessarily Dutch) would be advantageous, but is not essential. Strong PC and financial modelling skills are essential.

Assistance with relocation will be available if required.

If you would like to pursue this exciting opportunity you should write to Karen Wilson at Hoggett Bowers, George V Place, 4 Thames Avenue, Windsor, SL4 1QP, enclosing a recent CV and a note of current salary quoting Ref: W/94/4498/FT.

Hoggett Bowers

EXECUTIVE SEARCH AND SELECTION

Group Internal Auditor International PLC

West of London c £40,000 plus car

Our highly regarded client is an international PLC with an annual turnover in excess of £800m. Following a recent successful rights issue and a reorganisation of the head office, this new position has been created to further strengthen the small, high profile group finance function.

Reporting to the Group Finance Director, you will be responsible for carrying out financial and systems reviews worldwide. Working independently, or with local auditors, you will work closely with senior operational management to identify issues, and prepare reports and presentations for group executives and the main board. You will also be involved in the broader financial management of the group and you will manage ad hoc projects consistent with the operations of a growing and dynamic PLC.

A chartered accountant in your twenties or early thirties, you will have trained with a major firm and have a proven record of achievement. A high level of intelligence and initiative and strong interpersonal skills are essential. Ambitious and resolute, you will have the potential to progress to a senior line management or group role within two to three years.

IBDO

To apply please send a full CV with salary details quoting ref 1736 to Richard Holland (071 489 6244).

BDO Consulting, 20 Old Bailey, London EC4M 7BH.



FINANCE DEPARTMENT

Assistant Director of Finance (Strategy and Systems)

£36,500 negotiable
West London Based

By investing in our future, you'll be investing in your own!

Riverside Mental Health Trust is one of the largest mental health care providers in the country. Our Finance Department is at the very centre of ensuring the future business success of our services providing quality patient-centred care.

We now require an ambitious qualified accountant (CCAB member) to complement the existing management team within the Department. This is a new role which will see you taking the lead in the Trust's financial planning process, ensuring accurate information is available to support our contract negotiations. You will also produce the Trust's 3-5 year financial plans, taking account of service developments, analysis of competitors together with the strategic and resource plans of purchasers. This will see you working closely with senior staff in the Directorate of Corporate Development to produce business cases for capital investment and reviewing internal business plans for their financial robustness.

In order to succeed at this level it is likely you will have at least three years post qualification experience, either working in a professional firm, public sector or other business with a turnover in the range of £30M. You will already have enjoyed significant exposure to financial control, management accounting and planning. Your career thus far will have equipped you with the necessary communication and influencing skills to enable you to work closely with senior Directors assisting them in evaluating financial risks and contingency planning in confident plain language. If you are ambitious there will be many opportunities within a confident Health Care Trust with a clear strategy for the future.

For an informal discussion of this position please contact Ms Nicky Cooper, Director of Finance, Tel: 081 746 6864 (from 11th July 1994).

For an application form and information pack please contact: Recruitment Services, Commonwealth House, 2-4 Chalkhill Road, London W5 0DW. Telephone: 081 846 6651 (24 hour answerphone). Ref: SM/154.

Closing date: 18th July 1994. Assessment Day: 1st August 1994. Interviews: 5th August 1994.

Working towards
Equal Opportunities



Finance Opportunities

in an exciting new company
Negotiable salaries + benefits

The Magic Pub Company was recently put together in a 100m+ purchase. Operating nationally, it has a real opportunity in the market to establish itself as a high-quality operator with very firm financial foundations.

In order to exploit fully its position and

potential, there is a fully-funded refurbishment programme in place. We need the following key people to ensure that the foundations are in place, firm and practical in order to achieve an even brighter future.

Financial Accountant Gloucester

A fully qualified accountant with relevant retail experience, you will oversee the Ledger, Payroll and Treasury functions. The preparation of cashflow forecasts, the effect on

plan and the recommendation of actions will form a critical part of a role which could well be a key professional development opportunity for the right individual.

Audit Manager Staines

Reporting to the Finance & Commercial Director, you will be vital to the performance of our operations. Professionally qualified, it is

probable that you will have experience in the drinks sector so that you are aware of the difficulties and demands such a position brings.

Project Accountant Staines

With many refurbishments and building-related projects being carried out concurrently, the correct control and allocation of costs and materials is essential, and you will need to maintain strong links both within and outside

the company. You will have significant experience in the building projects environment and be able to demonstrate an ability to design and implement effective control systems.



For all of the above positions, please write in the first instance with full career and salary history to Derek Parfitt, Personnel Director, The Magic Pub Company Ltd, The Rising Sun, Clever Hill, Chisleham, Glos GL52 3PX. Tel: 0242 676281.

BARING VENTURE PARTNERS LIMITED FINANCIAL CONTROLLER

Baring Venture Partners wishes to recruit a qualified accountant for its expanding pan-European venture capital business. The position includes responsibility for the operation of the book-keeping system in the London head office and the preparation of monthly management accounts and annual statutory accounts, involving the coordination and consolidation of financial reports from overseas offices.

Suitable candidates will be in their mid to late twenties, with strong computer and analytical skills and will have the ability to communicate clearly both orally and in writing. Venture Capital is a fast-moving business populated by highly motivated and sometimes eccentric individuals. Only self-starters with a sense of humour need apply. Salary will be negotiable according to experience.

Applicants should write enclosing a curriculum vitae to:

David Huckfield, Administration Partner,
Baring Venture Partners Limited,
140 Park Lane, London W1Y 3AA.



Management Consultants

London SW1 £30 - 40,000 + Car + Attractive Bonus

Parkwell is a well established, independent firm of management consultants. Our key areas of expertise are the selection and implementation of systems and the management of information technology projects.

Our continued success and rapid expansion has been achieved by combining a high level of expertise with a strong commitment to quality of service. We are now seeking two additional consultants to help service our growing list of blue chip clients.

You must be an experienced consultant with considerable system selection, implementation and project management experience. Ideally you will also be a qualified accountant. Your experience will have been gained either within a large consultancy firm, a software house or industry. You should be self motivated, a good presenter, an excellent team member and have a keen interest in developing the business.

These positions will suit individuals hungry for greater autonomy and responsibility who wish to work closely with clients on a wide variety of projects.

Interested applicants should contact

Andrew Fisher, Parkwell Management Consultants Ltd
3 Catherine Place, Westminster SW1E 6DX Tel: 071 233 5207 Fax: 071 233 5205

PARKWELL

HEAD OF FINANCE

An experienced professional to take a key role in the strategic management of our College.

circa - £31k

Bromsgrove

North East Worcestershire College is one of the UK's largest and most rapidly expanding further/higher education colleges. Approximately 20,000 full and part-time students at our Redditch and Bromsgrove campuses study at a variety of levels. Our recent growth has been built on a pro-active, commercial and quality oriented culture.

Your brief will include:

- Senior Level Financial and Investment Management
- Production and maintenance of Financial Policies and procedures
- Preparation and control of budgets
- Management of the payroll function

In addition to good analytical skills and a proven record of achievement at financial management level, you will need:

- A degree and accounting qualification awarded by ICAC/CIMA
- Management experience in a large organisation
- Good interpersonal skills at all levels
- The ability to manage, motivate and develop your team

This position offers the opportunity to shape the future in a challenging and developing environment.

Benefits include a generous holiday entitlement, health care plan, good opportunities for professional development and pleasant modern working environment in a semi-rural location.

Application forms (returnable by Friday 15 July 1994) and further details available from the Human Resources Department, North East Worcestershire College, Blackwood Road, Bromsgrove B60 1PQ. Tel: 0527 572585 (answerphone).

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also appears today on Page 23



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